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ABSTRACT

The document responds to the recognized need for a central source of statistical and general information regarding Federal training activities. The report is divided into four major sections. Part one summarizes statistical data regarding the volume, types, sources, and costs of training provided to Federal employees during Fiscal Year 1973. The main emphasis is on broad trends in training activity and the changes that occurred in those trends. Part two provides narrative highlights of agency training activities that are behind the statistics and illustrate agency activities in support of congressional and executive mandates and important issues in the public sector. Part three presents the responsibilities of the Civil Service Commission in the area of training and the activities undertaken to carry out those responsibilities. Part four presents summary tables of statistical information received from Federal agencies, upon which much of the analysis in the report is based. (Author)

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PAMPHLET T-7
FEBRUARY 1974

EMPLOYEE TRAINING IN THE FEDERAL SERVICE

FISCAL YEAR 1973

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ERRATA

Employee Training in the
Federal Service
Fiscal Year 1973

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In the section entitled "Training by Source" the sentence reading "The average number of participant hours declined 4%, from 1423 in FY 72 to 1408 in FY 73" should follow the second sentence under the heading "Non-Government Long-Term" (page 10). Additionally, "1%" should be substituted for the "4%" cited in the above sentence.

(Page 9)

The section title "Training by Grade Group and Pay System" and the two paragraphs included in this section on page 9 should directly follow the material contained under the heading "Non-Government Long-Term" (page 10).

INTRODUCTION

Employee Training In The Federal Service is published annually by the United States Civil Service Commission in response to the recognized need for a central source of statistical and general information regarding Federal training activities, and supplements the general summary included in the Civil Service Commission's Annual Report to the President. The report is divided into four major sections. Part I summarizes statistical data regarding the volume, types, sources and costs of training provided Federal employees during FY 73. The main emphasis is on broad trends in training activity and the changes that occurred in those trends.

Part II provides narrative highlights of agency training activities that are behind the statistics and illustrate agency activities in support of Congressional and Executive mandates and important issues in the public sector.

Part III presents the responsibilities of the Civil Service Commission in the area of training and the activities undertaken to carry out those responsibilities.

Part IV presents summary tables of statistical information received from Federal agencies upon which much of the analysis in this report is based.

The report is designed for use by officials of the Executive and Legislative Branches who have a need for data regarding Federal training activities and by agency training officials as a source of comparative data and sources of further information.

STATISTICAL SUMMARY OF AGENCY TRAINING ACTIVITIES

For FY 73, Federal agencies reported 958,617 instances of training, an increase of 1.4% over the FY 72 total of 945,730.[1]

Summary data showed the following highlights:

- *Source of Training*
  Interagency training continued to grow, increasing from 88,605 in FY 72 to 97,760 in FY 73, an increase of 10.3%. Training participation at non-Government sources increased by 12%, from 163,489 to 183,107 in FY 73, while internal training continued its downward trend, decreasing from 693,637 in FY 72 to 677,840, a decrease of 2.3%.

- *Type of Training*
  Professional and "Other" training continued to decline while Technical and Administrative, Management and Supervisory training increased. Technical training comprised a plurality with 41% of all participants, followed by Administrative, Management and Supervisory training courses attended by 22% of all participants.

- *Length of Training*
  The average length of a training program continued to fall, decreasing from 49 hours in FY 72 to 46.8 hours in FY 73.
  Taken as a group, Federal employees spent nearly 1.2% of their available working hours in training.

- *Training by Sex*
  Training of women increased 13.5% over FY 72, while participation by men declined by 3.2%. Of all participants, women comprised 30.9%, up 2.8 percentage points, while comprising approximately 33% of the total employee population of reporting agencies.

- *Training by Pay Plan*
  General Schedule employees accounted for 79% of all participants, up from 76% in FY 72. Participation increased in all GS grade groups with the largest percentage increase in the GS 5–8 grouping. Participation by Wage System employees and Other Pay Systems declined 11.7% and 14% respectively.

- *Expenditures for Training*
  Reported training expenditures decreased by 1% from comparable data reported in FY 72—from $217.6 million to $215.8 million in FY 73. The average expenditure per employee trained was $225, a decline of 4% from FY 72.

[1] Training participation comprises all instances of attendance at formal classroom training courses of eight hours duration or longer reported by agencies with 500 or more permanent employees.

I. AGENCY TRAINING ACTIVITIES AND ANALYSIS OF DATA

AGENCY PARTICIPATION

Table 1 shows the changes that have occurred in total training participation by agency and fiscal year. Since FY 67, total participation has increased by 2.7% with all of the increase occurring in the civilian agencies. With the exception of FY 72, training by Defense agencies has shown a steady decline. These trends are illustrated in Figures 1 through 3.

Figure 4 illustrates total participation by sex from FY 67 to FY 73 (excluding FY 71). Over this period, participation by women has increased 44.3%, from 203,741 in FY 67 to 293,954 in FY 73.

Table 1. PARTICIPATION BY AGENCY AND FISCAL YEAR

	FY 1967	FY 1972	FY 1973	% Change Between FY 72–73	% Change Between FY 67–73
TOTAL	933,457	945,730	958,617	1.36	2.70
TOTAL DEFENSE	527,304	441,230	425,783	– 3.50	– 19.25
Army	204,599	178,925	177,818	– 0.62	– 13.09
Navy	140,876	122,852	109,539	– 10.84	– 22.24
Air Force	145,069	98,669	89,373	– 9.42	– 38.39
Other Defense	36,760	40,784	49,053	20.28	33.44
TOTAL NON-DEFENSE	406,153	504,500	532,834	5.62	31.19
Agriculture	57,996	59,848	59,623	– 0.38	2.81
Commerce	9,974	14,349	15,258	6.33	52.98
HEW	37,955	54,783	68,225	24.54	79.75
HUD	4,311	8,850	6,947	– 21.50	61.15
Interior	48,327	35,526	34,990	– 1.51	– 27.60
Justice	13,327	25,596	28,170	10.06	111.38
Labor	4,590	9,895	8,336	– 15.76	81.61
State	1,601	2,176	2,260	3.86	41.16
Transportation	36,053	45,558	39,537	– 13.22	9.66
Treasury	66,231	79,532	97,386	22.45	47.04
AID	1,093	0	3,214	0.00	194.05
AEC	9,485	4,081	4,273	4.70	– 54.95
CSC	1,352	2,879	3,625	25.91	168.12
D.C. Govt.	8,322	31,674	28,353	– 10.48	240.70
EPA	0	3,462	4,163	20.25	0.00
EEOC	0	579	1,106	91.02	0.00
GAO	1,281	4,430	5,792	30.74	352.15
GSA	8,216	18,715	17,736	– 5.23	115.87
Lib. of Congress	504	1,477	3,133	112.12	521.63
NASA	32,629	17,507	19,014	8.61	– 41.73
Panama Canal	12,112	3,754	4,908	30.74	– 59.48
Selective Service	1,651	10,665	6,351	– 40.45	284.68
SBA	4,051	1,387	1,224	– 11.75	– 69.79
Smithsonian	541	489	1,500	206.75	177.26
VA	40,189	56,459	60,649	7.42	50.91
All Others*	4,362	8,022	7,061	– 11.98	96.74

* 16 other agencies, each reporting less than 1,000 participants in FY 73. Data for these agencies are included in the Summary Tables in Appendix C.

FIGURE 1: TOTAL PARTICIPATION (In Thousands)

FIGURE 2: TRAINING PARTICIPATION (In Thousands)

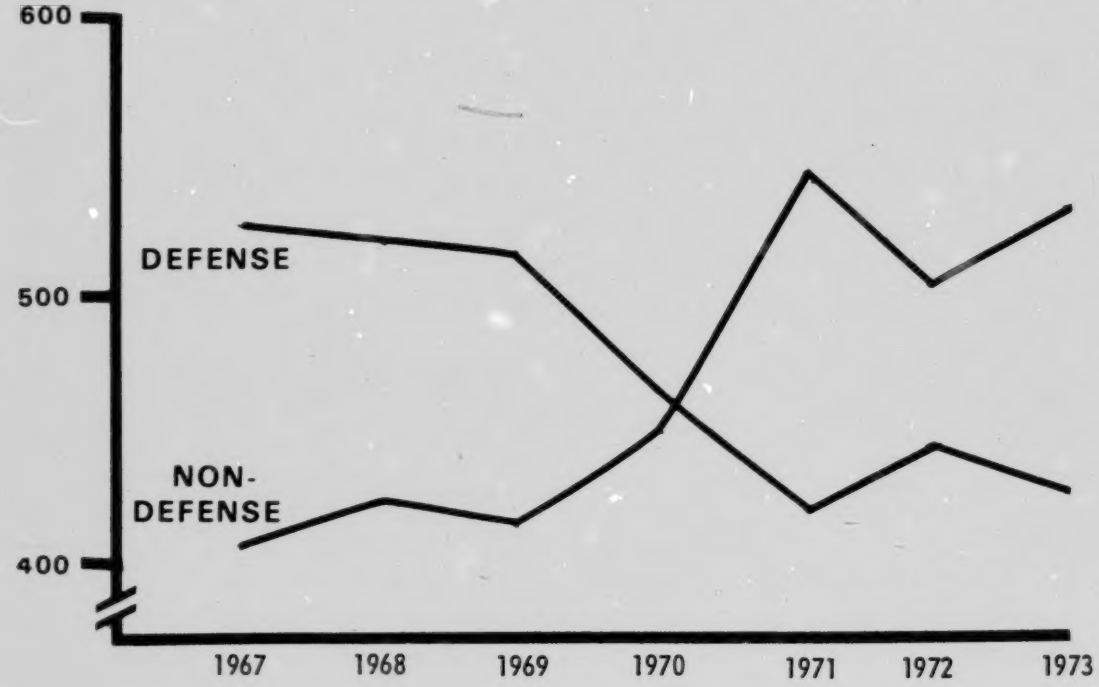

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FIGURE 3: TRAINING PARTICIPATION (In Thousands)

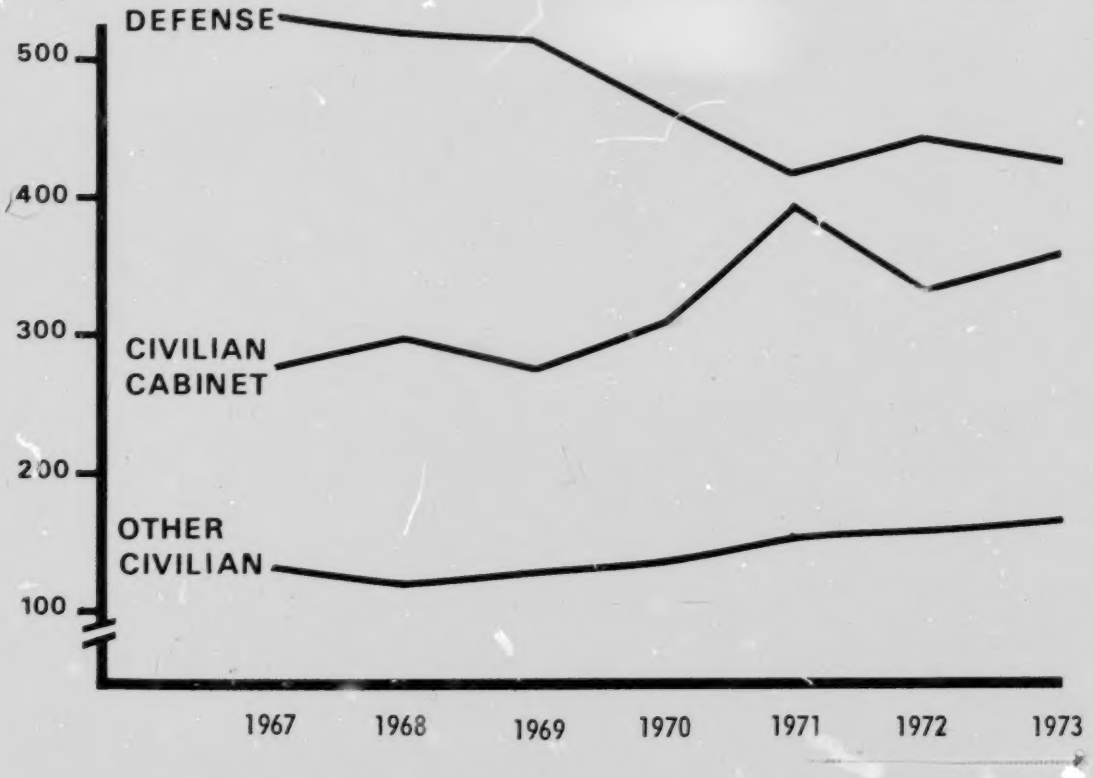
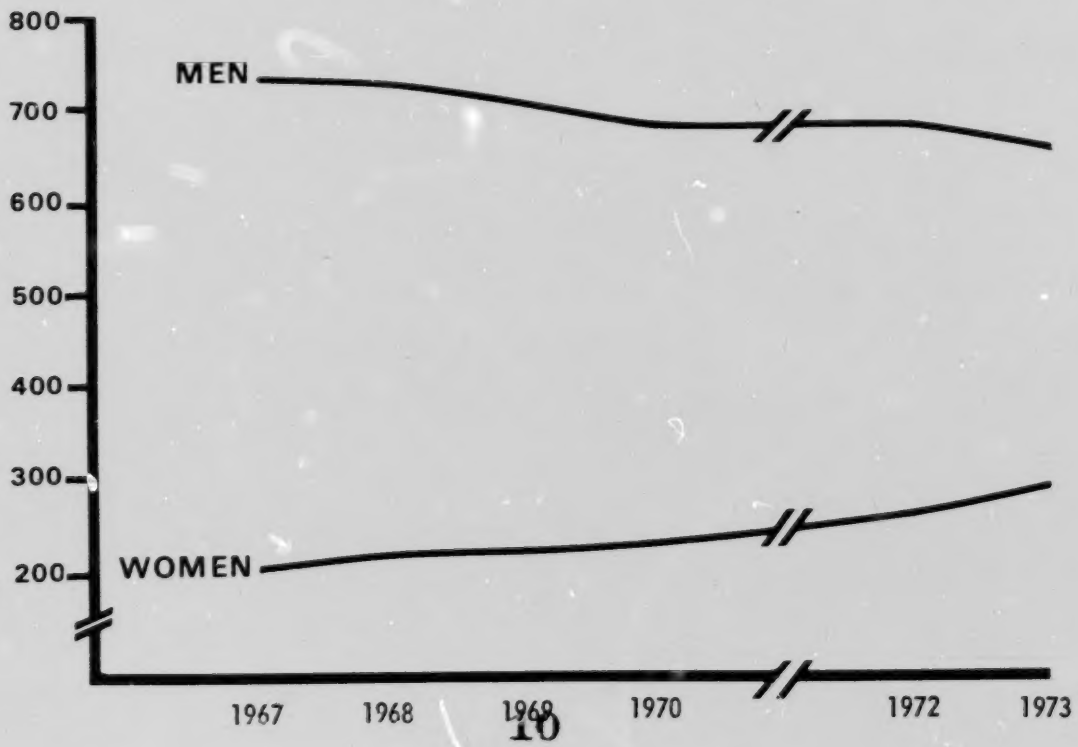


FIGURE 4: PARTICIPATION BY SEX (In Thousands)



TRAINING BY CATEGORY

Agencies report the training provided their employees under four general categories:

- Medical, Scientific, Legal, Engineering, and Related Fields (Professional).
- Technical: Trades and crafts, facilities and services, and "how to" courses in administrative techniques and skills.
- Administration, Management and Supervision (A/M/S).
- Other: Clerical and office services, orientation, safety and health and communications.

Table 2 shows the changes in participation by category of training that have occurred since FY 72. Table 3 gives the percentage of total participation by category and source for FY 73 and Figure 5 illustrates the changes in participation by category that have occurred since FY 67.

As can be seen from Figure 5, A/M/S training has been steadily increasing since FY 69 and, for the first time, has moved into second place in total participation behind Technical training.

Summary data by category show the following highlights:

Professional

- Participation declined to 150,093 in FY 73, down 2% from the FY 72 total of 152,231. This decrease was reflected in a decline of 4.8% in attendance by men, training of women in this category increased by 6.4%.
- The average course length decreased from 71 hours in FY 72 to 68 hours in FY 73.
- Professional training accounted for 15.7% of all training, down slightly from the FY 72 figure of 16.2%.

Technical

- Participation in Technical training increased 3.2% over FY 72. This increase was reflected in the numbers of women receiving such training—up 28,129 to 112,387, an increase of 33.4% over the FY 72 total of 84,158 women participants.
- The average length of a Technical course was 52 hours, down from the FY 72 average of 54 hours.
- 40.8% of all participants attended courses in this category, up slightly from the FY 72 figure of 40.0%.

Administration, Management and Supervision

- Training in this category had the largest percentage increase in participation of all four categories—up 4.3% over FY 72, and comprised 22% of all participants in FY 73.
- This was the only category in which participant man-hours increased, up 10.8% over FY 72, resulting in an average course length of 39 hours, an increase of two hours over the FY 72 average of 37 hours.
- While most of the increase in participation was in the numbers of women trained, up 13.2% to 56,028 in FY 73 over the FY 72 total of 49,498, this was the only category of training in which participation by men also increased, up 1.5% to 155,199 over the FY 72 total of 152,880.

Other

- Both participants and participant man-hours declined in "Other" types of training, down 2.4% and 11.9% respectively and was the only category of training where participation by both men and women declined.
- The average course length decreased from 35 hours in FY 72 to 31 hours in FY 73.
- This category accounted for 21.5% of all training in FY 73, down one percentage point from FY 72.

Table 2: PARTICIPATION BY CATEGORY OF TRAINING, FY 1972-1973

Category	FY 1972	FY 1973	% Change
Professional, Medical, Scientific, and Engineering	153,231	150,093	−2.05
Technical	378,600	390,871	3.24
Administration, Management, and Supervision	202,378	211,147	4.33
Other	211,521	206,506	−2.37
ALL CATEGORIES	945,730	958,617	1.36

Table 3: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY AND SOURCE OF TRAINING—FY 1973

	Source of Training				
			Non-Government		
Category	Internal	Interagency	Short-Term	Long-Term	Total
Professional, Medical, Scientific, and Engineering	56.0	4.6	38.7	.7	100.0
Technical	80.7	6.2	13.1	.02	100.0
Administration, Management, and Supervision	64.3	18.1	17.5	.2	100.0
Other	69.0	13.8	17.2	.01	100.0
ALL CATEGORIES	70.7	10.2	18.9	.2	100.0

FIGURE 5: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY

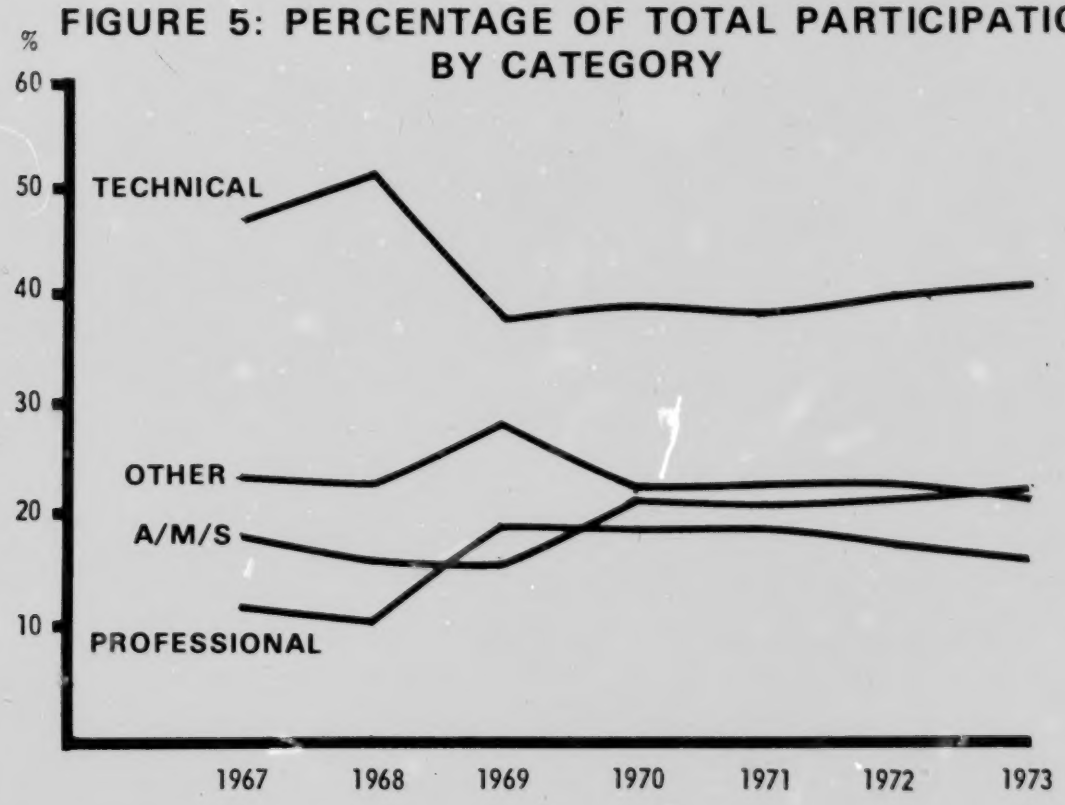


FIGURE 6: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE

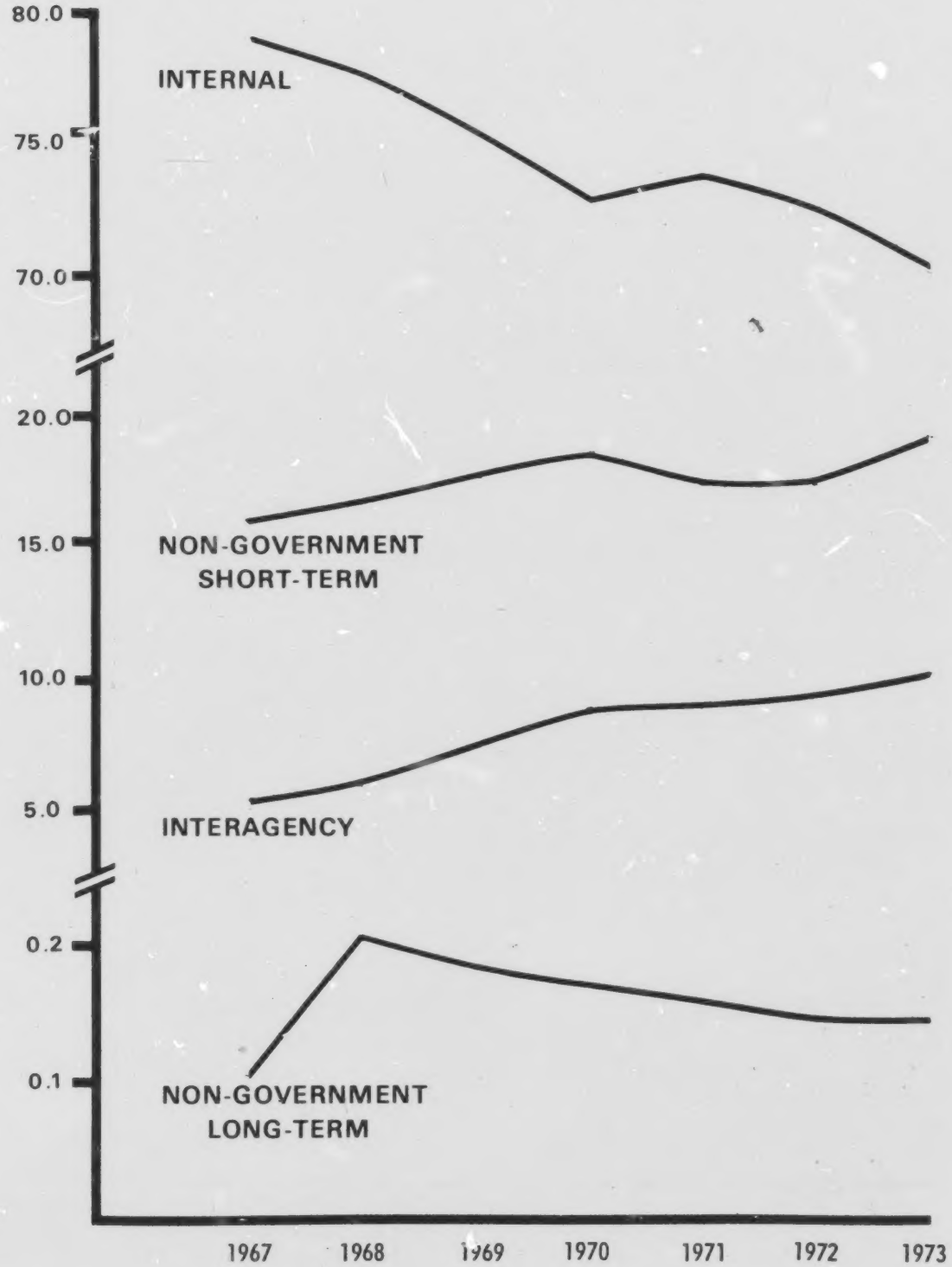


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FIGURE 7: PERCENTAGE OF TOTAL TRAINING BY SOURCE BY CATEGORY

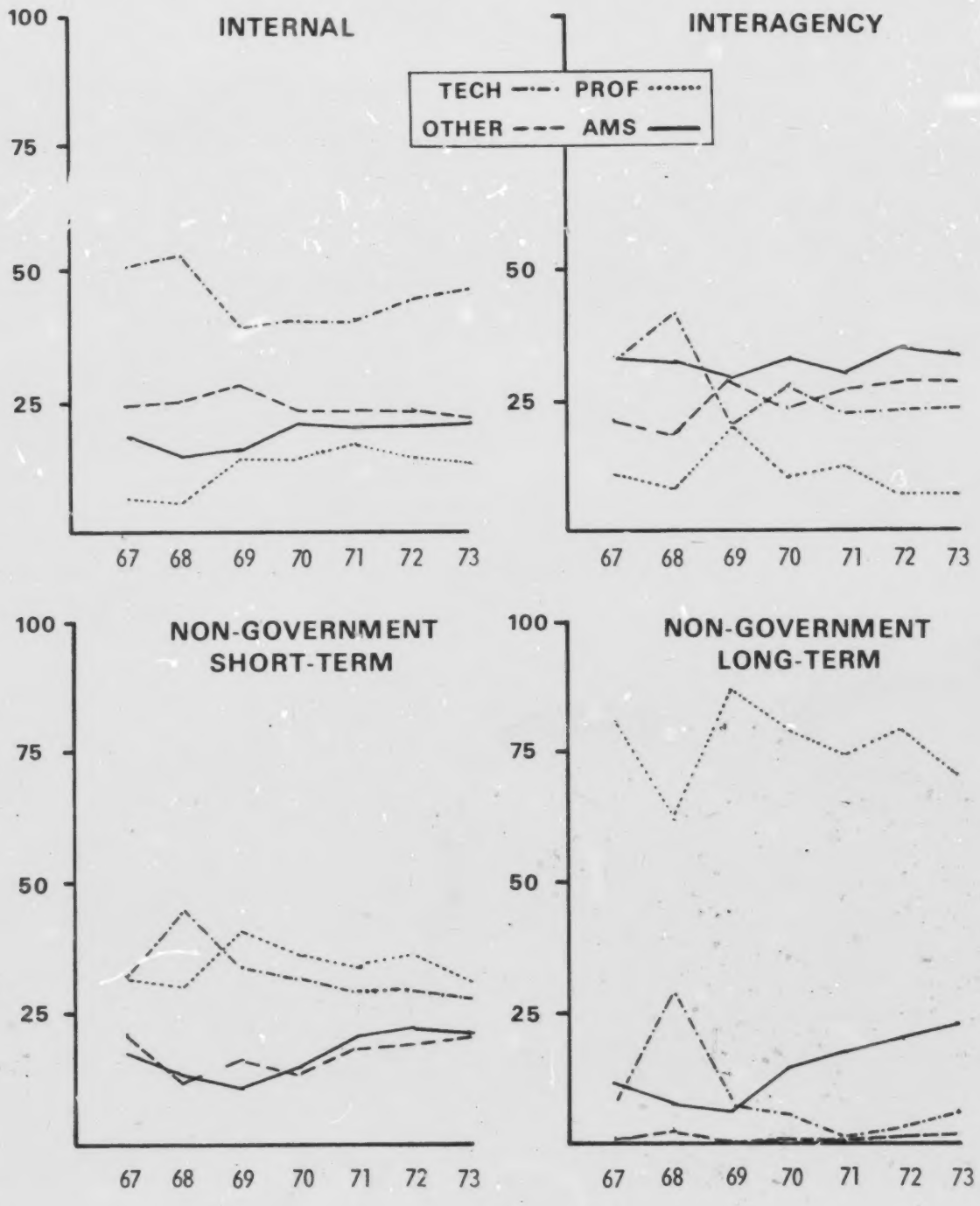


Table 4: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE AND CATEGORY—FY 1973

	Source of Training				
			Non-Government		
	Internal	Interagency	Short-Term	Long-Term	All Sources
Professional, Medical, Scientific, and Engineering	12.4	7.1	32.0	70.2	15.7
Technical	46.5	24.6	28.2	5.6	40.8
Administration, Management, and Supervision	20.0	39.1	20.3	23.1	22.0
Other	21.1	29.2	19.5	1.1	21.5
ALL SOURCES	100.0	100.0	100.0	100.0	100.0

TRAINING BY SOURCE

Agencies report training provided their employees by four sources: Internal (training conducted by the agency for its own employees); Interagency (training conducted by other agencies); Non-Government Short-Term (training conducted by non-Government sources where the total amount of time spent in training does not exceed the equivalent of 120 eight-hour days); and Non-Government Long-Term (training provided by non-Government sources in excess of 120 eight-hour days). The number of employees trained and the percentage of total participation by each source of training for FY 73 were as follows:

	Participants	Percent
Internal	677,840	70.7
Interagency	97,760	10.2
Non-Government Long-Term	1,404	.2
Non-Government Short-Term	181,613	18.9
ALL SOURCES	958,617	100.00

Figure 6 illustrates the percentage distribution of participation by source since FY 67. This figure shows the growth in participation in interagency training and non-Government short-term training and a corresponding decrease in internal training. The mix of training by category offered by each source, however, has shown relatively little change since FY 67. Internally, Technical training comprises a plurality while in interagency courses training in Administration, Management, and Supervision comprises the plurality. In non-Government sources Professional training is predominant. An upward trend in Administration, Management and Supervisory courses is evident in all sources however. These data are illustrated in Figure 7. Table 4 shows the percentage of total participation by source and category of training.

Summary data show the following highlights by source:

Internal

- Internal training declined from 693,636 in FY 72 to 677,840, a decrease of 2.3%. While Technical training continued to comprise a plurality, increasing 2.3% to 46% of all internal training, training in Administration, Management and Supervision also increased 1%, to 20% of internal training.
- The average length of a course declined from 50 to 48 hours.
- The average number of participant hours declined 4%, from 1423 in FY 72 to 1408 in FY 73.

Non-Government Short-Term

- Participation in non-Government short-term courses showed the largest increase of any source of training during FY 73, growing from 162,078 in FY 72 to 181,613 in FY 73, for an increase of 12%.
- The subject areas of training in this source are more evenly divided than in any other source. Professional training leads with 32%, followed by Technical training, 28%; A/M/S 20%; and "Other" at 19%.
- Total man-hours increased 7.2%, but with the greater increase in the number of participants the length of an average course declined from 40 hours in FY 72 to 39 hours in FY 73.

Table 5 shows the average course lengths by sex for each source of training and the percentage changes that occurred during FY 73.

Table 5: AVERAGE COURSE LENGTH IN HOURS BY SOURCE OF TRAINING, FY 72–FY 73

	FY 72			FY 73			Percentage Change FY 72–FY 73		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Internal	54	39	50	53	36	48	−1.8	−8.3	−4.1
Interagency	40	33	38	38	31	36	−5.2	−6.4	−5.5
Non-Government Long-Term	1421	1437	1423	1392	1464	1408	−2.0	+1.8	−1.0
Non-Government Short-Term	42	37	41	40	36	39	−5.0	−2.8	−5.1
ALL SOURCES	53	39	49	51	36	47	−3.9	−8.3	−4.2

TRAINING BY GRADE GROUP AND PAY SYSTEM

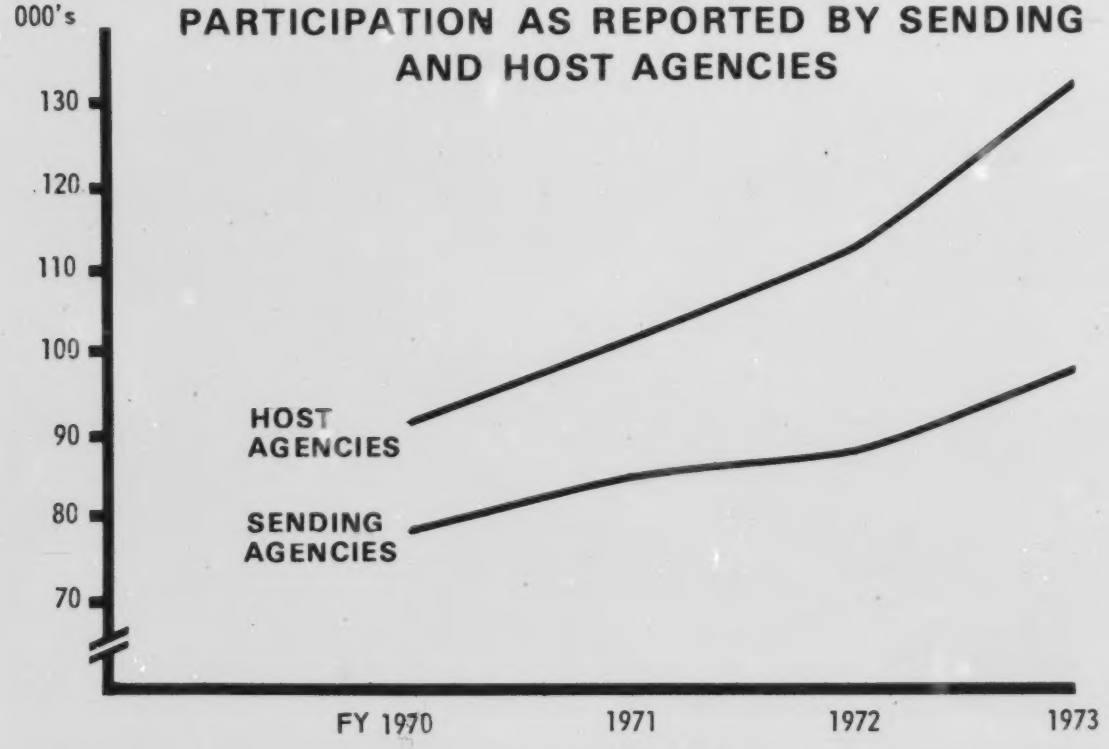
Because of the flux in agency population distribution, gross data on the numbers of employees trained by grade group and pay system do not present the most accurate picture of the rate of training or of the change of the rate. For this reason, this analysis of training by grade group and pay system is based on the computation of training participant ratios and participant man-hour ratios.

To determine the participant ratio for any group of employees, the number of training participants is divided by the population for that category. Thus, a group of 100 employees with 50 instances of training would have a participant ratio of 50%.

Interagency

- Participation in interagency training continued to increase in FY 73, growing from 88,605 in FY 72 to 97,760, an increase of 10.3%. This was reflected in large increases in participation by women in GS grades 1–8, from 32,260 in FY 72 to 39,294 in FY 73, an increase of 21.2%.
- The average course length, however, declined from 38 to 35 hours.

FIGURE 8: COMPARISON OF INTERAGENCY TRAINING PARTICIPATION AS REPORTED BY SENDING AND HOST AGENCIES



- Training in Administration, Management and Supervision accounted for 39% of all interagency training.

In addition to reporting on the numbers of employees sent to interagency training, agencies are also requested to report on the numbers of employees from other Federal agencies to whom they provided training. As discussed above, agencies reported sending 97,760 of their own employees to other agencies for training. However, agencies which conducted training for employees of other agencies reported providing training to 131,148 employees of other agencies. Checks with sources of interagency training ("host" agencies) indicate several possible explanations for this discrepancy. First, host agencies often include training of less than eight hours duration in their count, training which is not to be reported by the sending agency. Secondly, agencies with less than 500 full-time employees and the U.S. Postal Service, do not report their training activities to the Civil Service Commission but their interagency training participants would be reflected in the numbers of employees reported by host agencies. While the total of such training would be relatively small, it is probably an appreciable percentage of the discrepancy. Finally, sending agencies are likely to have more accurate data on participants sent to training on a reimbursable basis than for training offered at no cost to the participant. In both cases however, the participant records of the host agencies are probably based on a head count made in the classroom which could easily be higher than the records count made by the sending agency.

Figure 8 illustrates the differences between participation reported by sending agencies versus the number of employees reported as being trained by host agencies since FY 70. For fiscal years 1967 to 1969, host agencies divided their reports into two categories: participation in courses of eight hours duration or longer; and courses lasting less than eight hours. Only in FY 1968 did the eight hour plus participant data from the host agencies agree with that of the sending agencies. Since, while it is obvious that total training activity is greater than formally reported, an exact count is not possible.

Beginning in FY 74, statistical data on training will be submitted in a new format made possible by the expansion of the Central Personnel Data File (discussed in Part III of this report). This will provide a more accurate and comprehensive picture of sending agencies' activities. The methods by which host agencies' reports are compiled will be reviewed and modified as required to minimize these discrepancies.

Non-Government Long-Term

- Participation in long-term training remained nearly constant from FY 72, slowing a steady decline which began in FY 68.

- 70% of all participants attended courses in the Professional category followed by 23% of Administrative, Management and Supervisory courses.

Similarly, the training man-hour ratio is determined by dividing the number of hours spent in training by the total number of hours worked by the employee group. If the group worked for one million man-hours during the course of a year and spent ten thousand of those hours in training, the man-hour ratio would be 1%. This year, as in the past, the number of hours worked by a full-time employee is taken to be 1,816 hours per year. This is eight hours a day for 227 days (260 days less 8 paid holidays, 20 days annual leave, and 5 days sick leave).

The format for this analysis was first used for the FY 1971 report and was based on data for 31 Federal agencies. Cabinet departments and large agencies (over 10,000 employees) were included where over 50% of the employees were either General Schedule or Wage Systems employees. Those agencies were Agricultuure, Commerce, Army, Navy, Air Force, Other Defense, GSA, HEW, HUD, Interior, Justice, Labor, NASA, Transportation, Treasury and VA. In addition, 15 small agencies were included. Those were CAB, CSC, EEOC FCC, FHLBB, FPC, FTC, ICC, Library of Congress, NLRB, OMB, Railroad Retirement Board, SEC, SBA, and the Smithsonian Institution. Those agencies employed 98% of all General Schedule employees and 95% of all Federal employees (excluding US Postal Service and TVA which are not required to report their training activities to the CSC). This year, except for the Library of Congress, population data by sex for these agencies was available from the Central Personnel Data File. Hence, the analysis for this year and succeeding years, will be based on the 30 agencies for which this data is available. In FY 73, the 30 agencies employed 97% of all General Schedule personnel and 89% of all Federal employees.

For the 30 agencies studied, the training participant ratio was 44.2%, up from 42.7% in FY 72, while the man-hour ratio remained constant at 1.2%. For all training participants, the average course length was 47 hours, down from the FY 72 average of 49 hours.

Table 6: COMPARISON OF EMPLOYEE POPULATION AND TRAINING PARTICIPATION BY GRADE GROUP AND PAY SYSTEM, FY 1973

Pay System	Percentage of Total Population			Percentage of Total Participation		
	Men	Women	Total	Men	Women	Total
General Schedule						
GS 1–4	4.5	13.3	17.8	3.5	9.7	13.1
GS 5–8	8.9	11.2	20.1	11.6	12.5	24.1
GS 9–12	18.6	3.2	21.8	29.5	5.5	35.0
GS 13–15	7.8	.3	8.2	11.1	.5	11.6
GS 16–18	.3	.01	.3	.3	.01	.3
Wage Systems	23.3	2.2	25.8	12.1	.8	12.9
Other Systems	2.9	2.5	5.4	1.2	1.7	2.9
ALL SYSTEMS	66.8	32.7	100.0	69.2	30.8	100.

Table 7: PARTICIPANT AND MAN-HOUR RATIOS BY PAY SYSTEM, FY 1972 AND FY 1973

Pay System	Participant Ratio		Man-Hour Ratio	
General Schedule	FY 72	FY 73	FY 72	FY 73
GS 1–4	33.8%	32.6%	0.8%	0.7%
GS 5-8	49.0%	32.0%	1.5%	1.5%
GS 9-12	69.8%	71.0%	2.0%	1.9%
GS 13–15	63.1%	62.4%	1.9%	1.7%
GS 16–18	47.3%	42.4%	1.5%	1.1%
Wage Systems	21.2%	22.1%	0.5%	0.6%
Other Systems	26.1%	24.4%	0.5%	0.6%
ALL SYSTEMS	42.7%	44.2%	1.2%	1.2%

Table 8: PERCENTAGE CHANGES FOR 31 AGENCIES FY 72-73

Pay System	Population	Participants	Man-Hours	Part. Ratio	MH-Ratio	Hrs/Part.
General Schedule						
GS 1–4	12.5	8.4	4.2	− 3.6	− 7.9	− 3.9
GS 5–8	3.8	12.2	2.0	8.1	− 1.6	− 9.1
GS 9–12	0.3	1.9	− 3.6	1.7	− 3.7	− 5.5
GS 13–15	1.0	0.02	−10.1	− 1.0	−11.0	−10.1
GS 16–18	38.0	23.6	3.5	−10.5	−24.4	−16.2
Wage Systems	−16.0	−12.4	3.3	4.4	23.4	−17.8
Other Systems	17.2	8.9	39.5	− 7.1	25.0	28.1
ALL SYSTEMS	− 0.5	3.0	− 0.6	3.4	− 0.3	− 3.4

FIGURE 9: PARTICIPANT RATIOS BY GRADE GROUP AND PAY SYSTEM

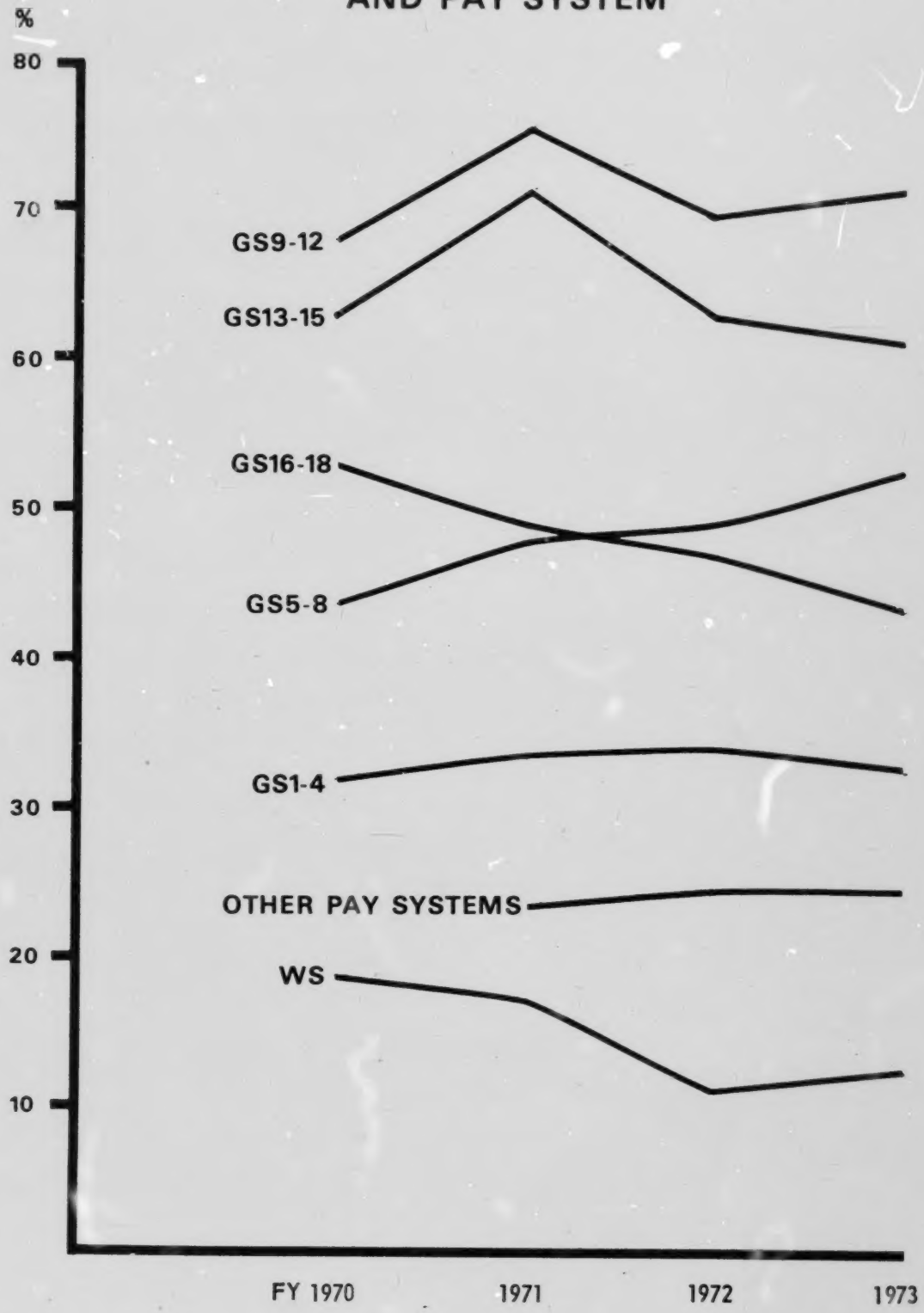


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FIGURE 10: PERCENTAGE OF TOTAL PARTICIPATION BY GRADE GROUP AND PAY SYSTEM (ALL AGENCIES)

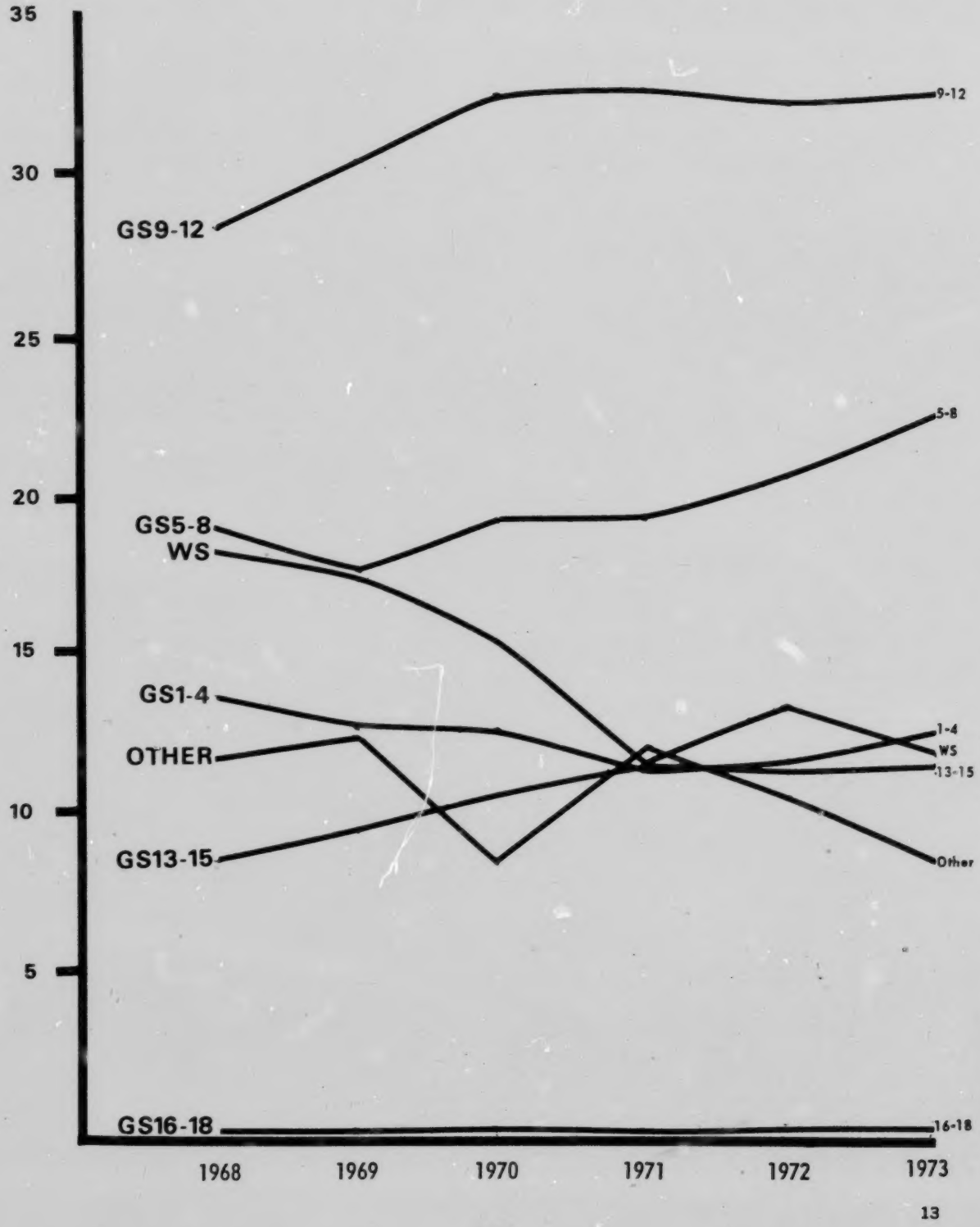

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Table 6 shows the percentages of total employee population and training participation by sex, by grade group and pay system for FY 73. Table 7 shows the participant and man-hour ratios for FY 72 and FY 73 and Table 8 shows the percentage changes that have occurred in the various measures of training activity from FY 72 that occurred during FY 73. (NOTE: The data for GS 16–18's in Table 6 shows a large increase of 38% in the employee population during FY 73. This resulted from a more accurate count of their personnel and includes Public law and supergrade equivalents for pay systems other than General Schedule).

These data, and Figures 9 and 10 form the background for the following discussion. Summary data tables for each of the 30 agencies are contained in Appendix B of this report.

TRENDS

General Schedule

- GS 1–4
  - —The number of lower-level employees increased 12.5% during FY 73, from 306,343 in FY 72 to 345,212 in FY 73. The number of employees in this group who attended training sessions increased 8.4%, from 103,845 in FY 72 to 112,557. This represents 32.6% of all GS 1–4 employees.
  - —The GS 1–4 population represented 17.8% of all employees, and 13.1% of all training participants, compared to FY 72 where they totaled 15.7% of all employees and 12.5% of all participants.
  - —The amount of time spent in training by employees in this group declined however, from 42 hours in FY 72 to 40 hours in FY 73, accounting for 11% of all participant man-hours.
- GS 5–8
  - —The number of employees in GS grades 5–8 increased 3.8% over FY 72, rising from 375,588 to 389,894. Training participation however, increased by 12.2% from 184,199 in FY 72 to 206,715.
  - —Employees in this grade group accounted for 20.1% of all employees and 24.1% of all training participants, up from 19.3% and 22.1% respectively. Of all GS 5–8 employees, 53% attended training.
  - —The average course taught was 50.2 hours, down 9% from the 55.3% average in FY 72.
- GS 9–12
  - —The population of this grade group remained nearly constant, increasing by only .3% from 421,150 in FY 72 to 422,267 in FY 73. The number of these employees attending training increased by 2%, from 293,818 in FY 72 to 299,696 in FY 73.
  - —The GS 9–12 group represented 21.8% of all employees and 35% of all training participants. 71% of all these employees attended training, the highest ratio of any employee group.
  - —The average course length lasted 48 hours, down from 51 hours in FY 72.
- GS 13–15
  - —The total population of this grouping increased 1%, from 157,623 in FY 72 to 159,191 in FY 73. Training participation remained nearly constant, increasing by only 19 participants to 99,404 in FY 73.
  - —Participants in this group accounted for 11.6% of all participants and 8.2% of all employees compared to the FY 72 figures of 11.9% and 8.8%.
  - —The average length of a training session declined 10%, from 54 hours in FY 72 to 48 hours in FY 73.
- GS 16–18
  - —As noted earlier, the number of personnel in this group increased 38%, the result of a more accurate count of Federal executive personnel. Since training data on GS 16–18's and their equivalents in other pay systems was also collected from agencies in a different format, comparisons with prior years are not necessarily valid. For this reason, training of these personnel will be discussed separately in the following section of the report. Tables 6, 7 and 8 and Figures 9 and 10, however, display that data on executive personnel for the 30 agencies studied.

Wage Systems

The number of Wage Systems employees decreased by 16% during FY 72, resulting from a decrease of 99,000 such employees within the Department of Defense. This was the only employee group in which total population declined. Training Participation decreased 12.4%, from 126,153 participants in FY 72 to 110,556 in FY 73. The participant ratio remained relatively constant, increasing from 21.2% in FY 72 to 22.1% in FY 73.

Wage Systems employees represent 25.8% of all Federal employees but only 12.8% of all participants and 12.8% of all participant man-hours. The comparable figures for FY 72 were 30.4% of the population, 15.1% of all participants and 12.3% of all man-hours. The average length of a training session however, increased 17.8%, 40 hours in FY 72 to 47 hours in FY 73.

OTHER PAY SYSTEMS[1]

The population in other pay systems increased 17.2% in FY 73, from 89,036 in FY 72 to 104,323 in FY 73, accounting for 5.7% of all participants. Since the number of training participants increased by only 8.9%, the participant ratio declined by 26.1% in FY 72 to 22.1% in FY 73. Training participants in these pay systems spend an average of 41 hours in training, an increase of 19%.

EXECUTIVE TRAINING

In FY 73 all agencies were requested to report separately on the formal classroom training provided their executive personnel (defined as GS 16–18's, Public Law and personnel of other pay plans in equivalent positions). Forty-four agencies reported

[1] Other Pay Systems include the VA Department of Medicine and Surgery, officers of the Coast and Geodetic Survey, and others.

Table 9. EXECUTIVE PARTICIPATION BY SOURCE AND CATEGORY OF TRAINING

Category	Internal		Interagency		Non-Government Long-Term		Non-Government Short-Term		Total	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Professional	176	5	77	0	7	0	326	12	586	17
Technical	33	1	25	2	0	0	55	1	112	4
Admin, Mgmt and Sup	646	16	734	31	5	0	643	10	2029	57
Other	41	0	69	6	0	0	58	1	168	7
TOTAL	896	22	905	39	12	0	1082	24	2895	85

Table 10. DISTRIBUTION OF EXECUTIVE TRAINING BY SOURCE AND CATEGORY OF TRAINING (IN PERCENT)

	Internal	Interagency	Non-Government Long-Term	Non-Government Short-Term	Total
Professional	6.1	2.6	0.2	11.3	20.2
Technical	1.1	0.9	0.0	1.9	3.9
Admin, Mgmt, and Sup	22.2	25.7	0.2	21.9	70.0
Other	1.4	2.5	0.0	2.0	5.9
TOTAL	30.8	31.7	0.4	37.1	100.0

Table 11. PERCENTAGE OF TOTAL EXECUTIVE PARTICIPATION BY SEX BY CATEGORY AND SOURCE OF TRAINING

	Internal		Interagency		Non-Government Long-term		Non-Government Short-term		All Sources	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Professional	6.1	5.9	2.7	0.0	0.2	0.0	11.3	14.1	20.2	20.0
Technical	1.1	1.2	0.9	2.4	0.0	0.0	1.9	1.2	3.9	4.7
Admin, Mgmt and Sup	22.3	18.8	25.4	36.5	0.2	0.0	22.2	11.8	70.1	67.1
Other	1.4	0.0	2.4	7.1	0.0	0.0	2.0	1.2	5.8	8.2
TOTAL	30.9	25.9	31.3	45.9	0.4	0.0	37.4	28.2	100.0	100.0

providing training to 2,980[1] of their executives, representing 34.1% of all executive personnel. Table 9 shows executive participation by men and women by source and category of training. Table 10 gives the percentage of total participation by source and category while Table 11 provides the percentages of total participation by sex. While the total number of women executives receiving training is small, their participant ratio of 79.4% greatly exceeded the 34.6% ratio for the men.

The large majority of executives, 70%, attended some form of Administrative, Managerial and Supervisory training followed by Professional training with 20%. The average course length for all categories of training was 54 hours.

TRAINING EXPENDITURES

During FY 73, agencies reported expenditures of $215,369,951 for training, a decrease of 1% from comparable expenditures reported in FY 72. This is the first time that reported expenditures have decreased since FY 70 when cost data was first collected for all sources of training. Of this amount, 53% was accounted for by staff salaries and the remaining 47% was expended for non-salary items: tuition, travel and *per diem*, contracted services, books and materials, rental of space, and other related items. The average cost per participant was $225, a decrease of $10 from the FY 72 average of $235.

Non-Salary Expenditures

Non-salary expenditures totaled $100,474,082, a decrease of 3.4% from FY 72[2]. The average non-salary expenditure per participant was $105 in FY 73 compared to $110 in FY 72. This decrease in expenditures was accounted for by a decline in the travel and *per diem* expenditures for internal training of $11.8 million, or 24.2%. This decrease was sufficient to off-set increases in tuition payments of $5.3 million and other expenditures of $1.3 million.

Table 12 shows the distribution of non-salary expenditures by type and source of training.

Salary Expenditures

Salary expenditures for full and part-time personnel engaged in agency training activities totaled $114,895,869 in FY 73. This was an increase of $1.2 million, or 1.1% over the total for FY 72. With the increase in training participation, however, the average salary expenditure per employee trained remained constant at $120.

- Full-Time Personnel Salary Expenditures

  Full-Time salary expenditures of $100,688,144 were reported by 6,860 personnel in the following categories:

  —Employees Development Specialists:

[1] Includes data from six agencies with less than 500 permanent employees and some personnel counted under "Other Pay Systems" in other sections of this report, and 136 Foreign Service Officers in AID not normally reported.

[2] Data on expenditures for Internal tuition and books and materials were not requested. Comparisions with prior years were adjusted accordingly. Some agencies, however, did report this data. While not included in the analysis of this section of the report, their data are included in the tables in Appendix C.

Table 12. AGENCY NON-SALARY EXPENDITURES FOR TRAINING, FY 1973 (IN DOLLARS)

Type of Expense	Internal	Interagency	Non-Government Short-Term	Non-Government Long-Term	Total	Percent of Total Expenditures	Percent Change From FY 72
Tuition and Related Fees	0	9,979,630	19,904,905	2,102,258	31,986,793	31.8	20.6
Travel and Per Diem	36,008,108	4,712,493	9,675,225	1,510,988	51,906,814	51.7	−16.4
Other Expenditures	11,238,434	670,725	4,242,871	428,445	16,580,475	16.5	8.2
TOTAL	47,246,542	15,362,848	33,823,001	4,041,691	100,474,082	100.0	− 3.4
Percent of Total Expenditures ..	47.0	15.3	33.7	4.0	100.0		
Percent Change From FY 72 ..	−17.8	16.3	14.5	8.1	−3.4		
Percent Change From FY 67 ..	——	239.6	78.2	22.7	54.9*		

* Internal expenditures not included in determination of percentage.

Table 13. TRAINING EXPENDITURES BY SOURCE OF TRAINING: COST PER PARTICIPANT AND PER PARTICIPANT-HOUR, FY 1973

Source of Training	Participants	Total Expenditures (000,000)	Average Cost Per Participant	Percent Change in Average Cost Per Participant FY 72-73	Participant Man-Hours (000,000)	Average Cost Per Hour	Percent Change in Average Cost Per Hour FY 72–FY 73
Internal	677,840	121.2	$ 178.74	−5.7	32.2	$3.75	− 1.1
Interagency	97,760	15.4	$ 157.15	5.4	3.5	$4.35	10.1
Non-Government Short-Term	181,613	33.8	$ 186.24	2.1	2.0	$4.78	6.8
Non-Government Long-Term	1,404	4.0	$2,878.70	8.6	7.1	$2.04	9.7
ALL SOURCES	958,617	174.4	$ 181.91	−3.36	44.9	$3.79	1.7

2,320 personnel earned $39,284,176 in salaries

—Instructors—$39,516,148 was earned by 2,403 employees

—Clerical and Administrative Support 3,137 personnel in this category earned salaries totaling $21,887,820.

The total of these expenditures represents an increase of $1.9 million, or 2%, over FY 72. The numbers of full-time training personnel, however, declined by 2.5% from 7,038 in FY 72 to 6,860 in FY 73. Their average salary was $14,677 in FY 73, up $600 from FY 72 which is accounted for by the Federal pay raise which went into effect in January, 1973.

While salary expenditures have risen over 138% since FY 67, the average grade level of training personnel has shown little change, rising from approximately GS-11 step 5 to a step 6.

- Part-Time Salary Expenditures

  Part-time personnel, defined as employees who spend at least 25% of their time on training activities, worked approximately 1,170 man-years and earned $14,207,725 in salaries, representing 12.4% of all salary expenditures and 14.7% of all man-years. The average salary increased 16.7% from $10,405 in FY 72 to $12,139 in FY 73.

Expenditures by Source of Training

The preceding discussion of salary and non-salary expenditures does not provide an accurate picture of the costs to the agencies of training an individual through a particular source of training. Salary and non-salary costs must be combined to provide more accurate data on the costs per instance of training. Hence, for this analysis, the salary expenditures for instructors and part-time training personnel were added to the non-salary expenditures reported for internal training. Also added was one third of the salary expenditures for Employee Development Specialists and clerical and administrative support personnel. These additions, totaling $73,910,630, were made to off-set the absence of internal tuition payments which in non-agency sources are primarily applied to training staff salaries. No salary additions were made to the non-salary expenditures of the other sources of training. Table 13 presents a breakdown of these adjusted expenditures by source, the average costs per participant and man-hour of training, and the percentage changes from similar FY 72 expenditures that occurred during FY 73.

Summary data on expenditures by source of training show the following highlights:

- Internal

  —Non-salary expenditures for internal training totaled $47.2 million, a decrease of 17.8% from the FY 72 total of $57.5 million, and accounted for 47% of all expenditures, down from the 55.3% figure in FY 72. Assigned staff salaries of $73.9 million, representing 64% of all salary expenditures, showed no significant change from FY 72. Adding the non-salary and assigned staff salary expenditures, the total cost of internal training was $121.2 million, a decrease of 7.9% from the FY 72 total of $131.5 million.

  —Participation in internal training, on the other hand, decreased 2.3% and accounted for 70.7% of all training. The average cost per participant decreased $11, or 5.7%, from $190 in FY 72 to $179 in FY 73.

  —All of the decrease in expenditures was

FIGURE 11: DISTRIBUTION OF FULL TIME PERSONNEL BY CATEGORY, FY 1973

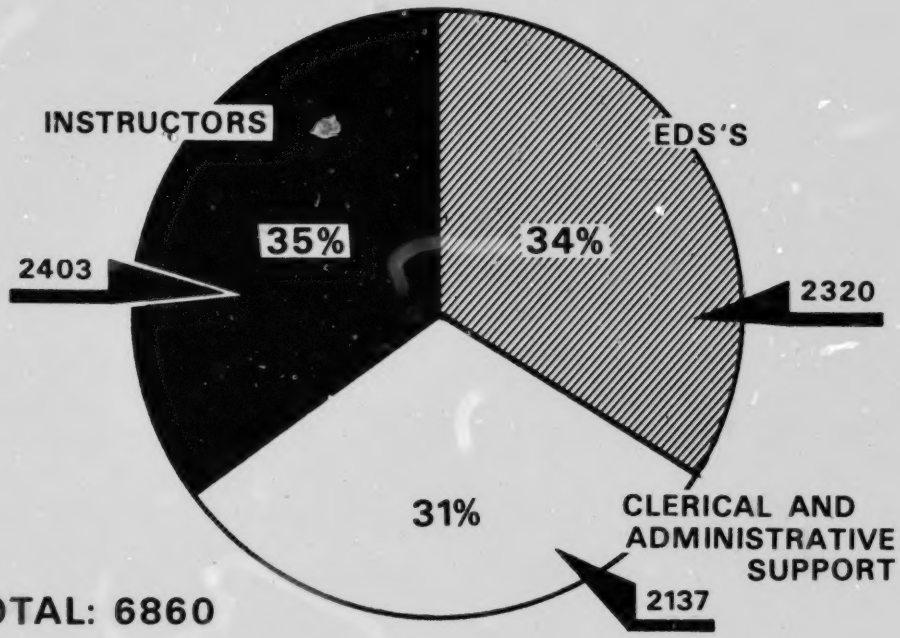
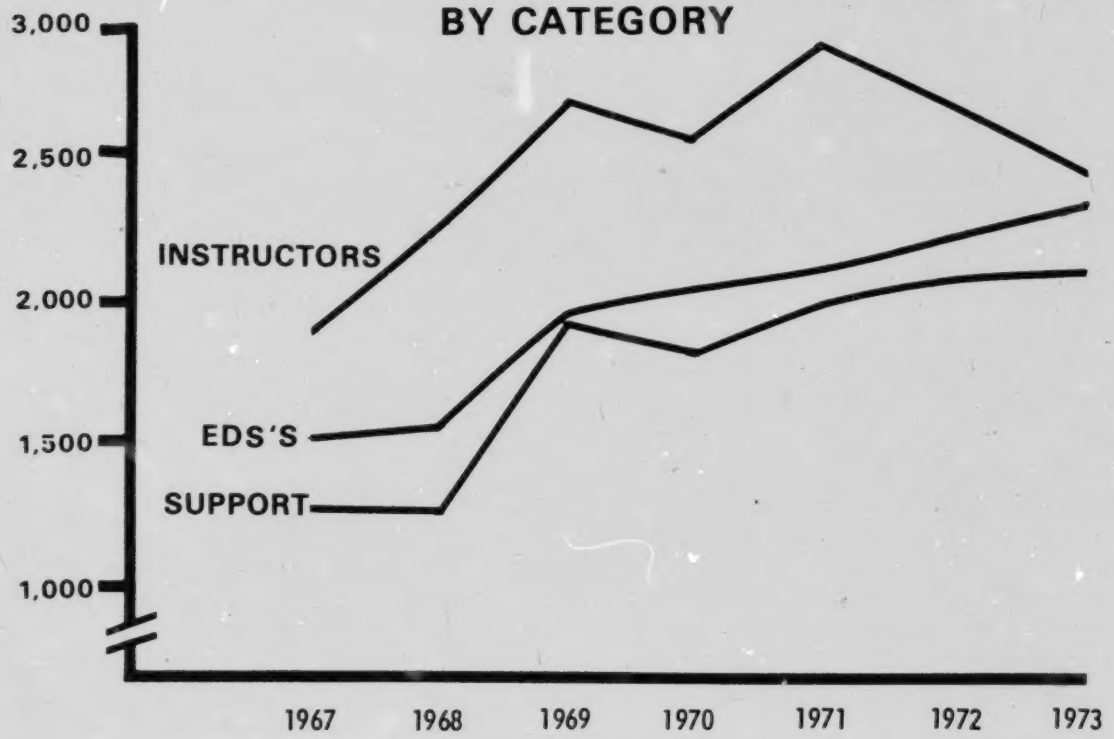


FIGURE 12: TOTAL FULL-TIME TRAINING PERSONNEL BY CATEGORY



due to a drop of 24.2% in travel and per diem payments which accounted for 76.2% of all internal non-salary expenditures.

- Interagency
  - —Expenditures for interagency training increased 16.3% or $2.2 million, over the FY 72 total of $13.2, while participation increased by 10.3% The average expenditure per participant increased 5.4%, from $149 in FY 72 to $157 in FY 73.
  - —78% of this increase was due to increased tuition payments, which rose to an average of $102 per participant from $93 in FY 72.
- Non-Government Short-Term
  - —Expenditures for this source of training increased 14.5%, or $4.3 million over FY 72. The average cost per participant increased by 2.1%, or $4, to $186 while participation increased by 12.1%.
  - —Increases in tuition payments accounted for 78% of this increase and resulted in an average tuition of $102 per participant, up $9 from FY 72.
- Non-Government Long-Term
  - —Non-Government long-term expenditures increased 8.1%, or $300,000 over FY 72. Participation, on the other hand, remained nearly constant, decreasing by only 7 participants to 1,404. The average cost per participant increased 8.6% to $2,879 over the FY 72 average of $2,650.
  - —60% of the increase was due to increased payments for tuition which resulted in an average tuition in FY 73 of $1,497, up 10% from the FY 72 average of $1,362.

DISTRIBUTION OF FULL-TIME PERSONNEL

The distribution of full-time training personnel by category is illustrated in Figure 11. The proportion of personnel in each category remained relatively constant from FY 72 to FY 73, the only change being a decrease of two percentage points for instructors and a corresponding increase for Employee Development Specialists. The total number of personnel, however, fell from 7,038 in FY 72 to 6,860 in FY 73, a decrease of 2.6% which is reflected in a decline of 229 in the number of instructors.

Changes in the total number of full-time personnel by category for the period FY 67 to FY 73 are illustrated in Figure 12.

The ratio of full-time personnel for each 1,000 Federal employees decreased slightly from 3.36 in FY 72 to 3.34 in FY 73. The long range trend however, has been an increasing number of training personnel relative to Federal employee population. These data are shown in Table 14.

INTERGOVERNMENTAL TRAINING

During FY 73, 22 agencies reported providing training to 44,608 employees of State and local governments. This is an increase of 2% over the FY 72 total of 43,711 participants. Table 15 gives the numbers of State and local participants by agency and the percentage changes that occurred during FY 73.

The numbers of participants attending training on a reimbursable basis increased 37.6%, from 13,053 participants in FY 72 to 17,959 in FY 73 and accounted for 40% of all participants, up from 30% in FY 72. The Civil Service Commission represented 88% of the increase in reimbursable training. Training provided at no cost to the participant declined 15%, from 30,658 participants in FY 72 to 26,649 in FY 73 and accounted for 60% of all State and local participants, down from 70% in FY 72.

Table 14. RATIO OF FULL-TIME PERSONNEL BY CATEGORY FOR EACH 1,000 FEDERAL EMPLOYEES—FY 1967 TO FY 1973

	1967	1968	1969	1970	1971	1972	1973
Employee Development Specialists	.81	.76	.92	.96	1.02	1.07	1.13
Instructors	.99	1.11	1.25	1.18	1.25	1.26	1.17
Support Personnel	.66	.60	.88	.96	.97	1.03	1.04
ALL CATEGORIES	2.49	2.47	3.05	3.10	3.24	3.36	3.34

Table 15. INTERGOVERNMENTAL TRAINING PARTICIPATION AND MAN-HOURS BY AGENCY, FY 73

Agency	State	Local	Total	Total Man-hours	% Change in Participation From FY 72
Agriculture	3,073	396	3,469	112,136	– 14.[illegible]
Commerce	402	40	442	16,553	30.0
Army	36	104	140	2,252	– 79.8
Navy	7	122	129	3,776	13.2
Air Force	35	14	49	3,378	4.3
Other Defense	4	5	9	234	– 66.7
HEW	3,391	2,103	5,494	125,254	– 14.2
HUD	24	255	279	6,334	– 63.6
Interior	1,352	895	2,247	125,052	173.4
Justice [1]	325	5,588	5,913	295,004	19.0
Labor	–	–	1,717	96,924	– 18.2
Transportation	2,333	238	2,571	74,324	27.8
Treasury [2]	86	189	275	17,732	– 78.0
AEC	0	9	9	72	----- (FY 72: 0)
CSC	–	–	15,702	452,000	32.0
EEOC	352	348	700	25,200	----- (FY 72: 0)
EPA	1,802	1,671	3,473	183,593	– 30.0
GSA	34	160	194	2,345	– 13.8
NASA	1	33	34	484	183.3
NAT CRED UNION	44	0	44	1,324	----- (FY 72: 0)
SEC	133	260	393	6,772	424.0
VA	1,156	169	1,325	8,329	– 54.0
TOTAL	–	–	44,608	1,550,743	2.1

[1] Excludes 320,084 State and Local police trained by FBI; Man-hour Total excludes FBI
[2] Excludes 41,242 State and Local participants in Alcohol, Tobacco & Firearms Division training

II. ACCOMPLISHMENTS THROUGH AGENCY TRAINING ACTIVITIES

The preceding section answered broad questions concerning costs, volume and to some extent, the subject areas of training. Statistics, however, cannot illustrate the why of training or the benefits received. A decision to train is not made in a vacuum, it is intended to serve the goals and missions of the trainee's agency by providing him with new skills and abilities or strengthening and refreshing old ones. In their reports to the Civil Service Commission, agencies have provided specific examples of employee training which have contributed to the ability to carry out the missions of the agency or to respond to Congressional and Executive mandate. The examples given below are representative of all Federal training activity and have been grouped under the following broad categories:

- Executive, managerial and supervisory training,
- Labor management relations training,
- Upward Mobility and equal employment opportunity training,
- Environmental training,
- Law enforcement and security training, and
- Improving the management of training.

EXECUTIVE, MANAGERIAL, AND SUPERVISORY TRAINING

- A special Government Management Seminar, conducted under contract, was offered for incumbent executives of the Headquarters, Department of the Army staff and "high potential" GS 15's. The seminar was based on the premise that information is basic raw material of management and that working with information effectively is a critical management skill. The seminar presented a set of ideas about how to organize and use information in solving problems and making decisions. The objective of the program was to provide participants with a systematic approach to making decisions. The seminar consisted of three major segments: first, a pre-course period of study and preparation; second, a five-day lecture/workshop course with primary emphasis placed upon the application of concepts; and third, a follow-up period of guided application assignments.
- To improve the performance of their current duties, the night force janitorial supervisors of the Department of Commerce's National Bureau of Standards were participants in a series of seminars called "Effective Communication for Supervisors." As a result of the training, these first-line supervisors gained insight into interpersonal relationships, employee motivation, and the effects of various modes of communication between employee and employee, and employee and supervisor. The supervisors found a common ground with each other based on sharing common problems and participating in various group exercises illustrating the methods of communicating.
- Greater emphasis on all aspects of EEO are brought out in a course called Basic Supervision and Communications for Managers conducted by the Department of Agriculture. In addition, a course in cultural awareness has been developed as a result of the efforts and experiences of Southwestern Region managers. This course provides insight into the culture and mores of the Hispanic/Indian/Negro people with presentations, film, panel discussions and lectures. A better understanding of the multi-cultured society of the Southwestern Region has been evidenced by graduates of the course.
- All levels of supervisors continued to participate in a 40-hour course, Human Side of Management, offered by the Office of the Secretary, Department of Labor. Participants increased both their insights into group behavior patterns and their overall effectiveness in dealing with human resources in organizations.

EQUAL EMPLOYMENT OPPORTUNITY AND UPWARD MOBILITY TRAINING

- During FY 73 the Air Force began an intensive program to identify under-utilized lower grade employees and to provide them with basic education and training. Under a strictly voluntary program, 273 of the identified employees were tested for remedial education needs in reading, writing, and arithmetic. As a result of the test, 41 employees were placed in remedial reading and writing courses and 107 employees were placed in remedial math courses. The courses began in June 1973 and will continue until proficiency is gained.
- Traditional programs were continued to provide equal opportunity for the develop-

ment and advancement of women and minority employees of the Agency for International Development. For example, additional or revised inputs were included in the orientation, managerial and supervisory training programs to emphasize the supervisor's responsibility for initiative in this area; upward mobility, on-the-job training, and Federal after-hours and on-campus programs were continued.

- The Department of Commerce offered, for the first time, an on-site Upward Mobility College Program. Central Michigan University conducted all courses during working hours in the Main Commerce Building. Utilizing intensive seminar approach, the course required that students register and receive reading materials and assignments approximately one month prior to the first class day. Students then received 35 hours of classroom lectures condensed into a period of time ranging from one to three weeks. The curriculum included the following three-semester hour courses: Basic Business Administration; Business Psychology; Business Mathematics; and Economics I and II. Participants were selected by operating units from among the non-professional work-force in grades GS-7 and below. Seventy-six students successfully completed one or more of the courses. All costs were paid by the Department.
- In the Federal Trade Commission, Upward Mobility efforts have been increased by offering stenographic training in anticipation of staffing needs, and by providing an Education and Training Component for educational opportunities beyond the normal job-related training areas. This component is available to non-professional employees in grades GS-7 and below and wage board equivalents to provide them the maximum opportunity for advancement.

LABOR MANAGEMENT RELATIONS TRAINING

- In the Department of Health, Education and Welfare, a 32-hour Collective Bargaining Simulation course was held for 10 members of the Management Negotiating Team of the Office of the Secretary. The "live" training was designed so that the group could be split into management and union teams. Each team had to be thoroughly familiar with its respective roles, situations, worksheets and support information. The course was designed to enable participants to develop strategies, proposals and counterproposals. Actual negotiations were conducted in later sessions.
- The Department of the Air Force made a concentrated effort to train supervisors in their responsibilities in a labor-management relations program. In thirteen sessions 360 civilian and military supervisors were trained. Maintaining a fully trained management negotiating team within the Department has been a problem due to retirements and transfers of military personnel. However, every effort has been made and will continue to be made to train new members immediately upon assignment to the team.
- The Labor-Management Relations Specialist at the Department of Transportation's Third Coast Guard District conducted three one-day labor-management relations seminars at Governors Island for supervisory personnel. The objectives of the program were to develop an appreciation of labor-management precepts in both the private and Federal sector; inform attendees of the intent of Execuutive Order 11491, as amended; furnish an understanding of their responsibilities with respect to labor-relations affairs; and acquaint them with the sources of assistance in discharging their labor-relations obligations. Attending these seminars were 18 civilian and 33 military supervisors from various bases, marine inspection offices, and other installations.

ENVIRONMENTAL TRAINING

- The National Aeronautics and Space Administration's Lewis Research Center presented an in-house course entitled "The Technological Challenge of New Energy Sources". The students considered current as well as potential energy sources. Representatives of the various utilities and of the coal industry were invited to address the class, and field trips were arranged to a strip mine and to a controversial nuclear power plant under construction. Also studied were the more exotic potential energy sources—solar power, energy from the wind and tides, and energy from geothermal sources.

- Several training programs, both internal and interagency, were utilized to assist employees of the Department of the Interior's Bureau of Reclamation in keeping abreast of technological advances and maintaining proficiency in various specializations. The most notable example was a three-day seminar conducted by personnel of the Upper Colorado region in multiple-objective planning procedures. Forty regional employees participated in the seminar which was designed to articulate procedures to meet changing public values and priorities in the field of water and related resources. This training should prove extremely valuable in plan formulation and economic evaluation of water resource development projects.
- As a result of one Environmental Education Workshop held last year by the Department of Agriculture, nine more were presented this year. Each of the 650 participants was eligible for two hours of graduate-level college credit. The workshop helped establish cross communication with other agencies, schools and special interest groups. In addition, skills were developed in informing and involving the public in environmental activities and creating an environmentally literate public.

LAW ENFORCEMENT AND SECURITY TRAINING

- The National Park Service's training program gave continuing emphasis to law enforcement training for its Rangers and supervisors who have law enforcement responsibilities. Results have been reflected in a decreasing crime rate and a higher percentage of closure on cases even though visitation to National Park areas is increasing. Statistics show a "turn-around" in the rate of crimes committed during the past two years and the overall decrease is attributed, at least in part, to better trained personnel.
- On January 26, 1973, the first class of local law enforcement officers and Federal Aviation Administration Security Specialists received approximately 40 hours of training at the Transportation Safety Institute, Oklahoma City, Oklahoma, in airport ground security techniques. The curriculum consisted of Federal Jurisdictions and Relationships, Legal and Psychological Aspects of Aviation Security, Detection Devices, Passenger Screening, Baggage Security, Aviation Explosives, Security, Airport Operations and Communications, Physical Security Measures, Security Surveys, and Passenger/Law Enforcement Relationships. Indications are that the original requirement for 625 personnel to receive this training may be expanded to accommodate industrial and international personnel interested in attending the course.
- In the Department of Justice, the Bureau of Prisons' previously initiated programs in counseling were strengthened. In addition to counselors, each institution is training other personnel in these skills. Within two years, virtually all of the Bureau's employees will be given at least 40 hours of this training.
- As a result of the country's increased concern over the use of narcotics and dangerous drugs, a great emphasis is placed on the topic of "Narcotic Detection, Identification and Seizure" in the Inspector Training Program of the Department of the Treasury. This emphasis has had immediate and continuing positive results, as indicated by the high number of interceptions of narcotics and dangerous drugs made by personnel in the field following their training at the National Training Center.

IMPROVING THE MANAGEMENT OF TRAINING

Activities in this category are not examples of training *per se* but examples of agencies' efforts to more efficiently and effectively carry out their training role. As such, the following examples relate to all types of training and the purposes for which such training is given.

- The Social Security Administration of the Department of Health, Education and Welfare developed and implemented a complete "plan-perform-report" training cycle as an aid to management in planning and scheduling training activities. This plan, coupled with regular quarterly reports produced from the SSA-Personnel-Training Data System, rounds out the training cycle. Fuller integration with the budget-planning-performing-reporting cycle will be the next step to make training a more effective management tool.
- The U.S. Army Finance Support Agency cooperated with the Civil Service Commission's Bureau of Training by functioning as a test site for validating a new Training Value Model. The model attempts to predict

the value of training in economic terms. Two organizational units were selected for on-site application of the Model. In one case, results showed training would not eliminate the problem. In the other case, it was determined that formal classroom training would produce substantial savings. These results were so impressive that the Agency intends to further develop their ability to use the model. Its use should make a significant contribution to the effective use of training by managers in improving the performance of their organizations.

- The Air Force Academy conducted a series of three-hour meetings with groups of employees in which functional chiefs briefly explained the personnel program and answered questions. This was in support of an effort to improve communication with the work force, primarily lower graded employees, and to explain precisely what EEO and Upward Mobility mean and do not mean. Job Element, EMR, Merit Promotion and Training were covered. To date, meetings have been held with about 600 employees. Each employee who so desires has been given the opportunity to make an individual appointment to discuss career goals and develop a realistic plan to meet the goals.
- In order to better inform employees of the many training opportunities available to them, The Domestic and International Business Administration of the Department of Commerce assembled a "Training Opportunities Manual" for distribution to the operating units and training coordinators. Upon request, many individual employees received the manual, which includes a statement of employee responsibilities and obligations concerning training; an explanation on how to complete "Application for Training" forms; and a description of each course and development program. The "Long Term Training Opportunities" booklet was assembled in a similar fashion and distributed to all operating units.

- The Department of Agriculture has drafted a Career Planning Guide which covers positions in seven career ladders with alternative positions at each phase within the career ladders. The career ladders provide information on job outline and level of responsibility, skills and abilities needed to do the job, training and experience needed to qualify for the position, and the method of selection to fill the position. This information is provided for each step in the career ladder and is designed as an aid to supervisors and employees in preparing training and career development plans. The material is expected to be ready for use in the second half of 1973.

III. TRAINING ACTIVITIES OF THE U.S. CIVIL SERVICE COMMISSION

The responsibilities of the Civil Service Commission in the area of training, as defined by law and Executive Order [1], can be grouped into two broad categories under which specific functions and responsibilities can be placed as follows:

- To provide managers and training specialists with the means to effectively and efficiently manage and operate the training functions of Government through:
  - Regulations and Guidance,
  - Methods, Tools, Techniques and Materials,
  - Consultation, Assistance, Coordination and Information Services, and
  - Specialized Training and Development;
- To improve the qualifications of individuals in the governmental workforce through:
  - Direct Course Delivery and Assistance to both Federal and State and local employees, and
  - Guidance on Self-Training.

The following material describes the principal activities of the Commission during FY 73 to carry out these responsibilities.

REGULATIONS AND GUIDANCE

Upward Mobility—The Equal Employment Opportunity Act of 1972 placed additional responsibilities on Federal agencies and the Civil Service Commission for assuring equal employment opportunity in the Federal service. One of these responsibilities was the submission of an annual equal employment opportunity plan to the Civil Service Commission for review and approval. These plans are to include provisions for the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential. In support of this responsibility, the Civil Service Commission issued FPM Letter 713–22 (October 4, 1973), which describes the requirements for the submission of these plans.

Worker-Trainee Opportunities—With the close-out of funding for the Public Service Careers program as of June 30, 1973, the Civil Service Commission began the development of plans for a follow-on program. This effort has resulted in the Worker-Trainee Opportunities program which was announced in CSC Bulletin 713–31 on April 27, 1973. To assist agencies in implementing this program, a Worker-Trainee Opportunities Operations Manual has been developed for distribution to agencies in FY 74.

Disincentives to Effective Employee Training and Development—A study of the proper utilization of employees through effective training and development was undertaken by the Civil Service Commission's Utilization Committee. The purpose of the study was to identify disincentives to effective employee training and development and to propose basic structure and system changes, if practical, or seek and recommend means of offsetting identified disincentives. The study investigated situations (1) which act as impediments to effective training and development, (2) are common to all Government agencies, and (3) for which reasonable solutions could be proposed. The study was not limited solely to training systems and structures but included an examination of related areas of management, such as manpower planning and budgeting, which affect training. This research effort uncovered a complete process of disincentives operating at all levels in an organization and derived a number of action items which the Commission will undertake to diminish these disincentives. It is hoped that individual agencies will take a serious look at their own operations to determine what efforts they might make toward overcoming these impediments to effective training and development. Copies of the report may be obtained from the Training Management Division, Bureau of Training, United States Civil Service Commission.

CONSULTATION, ASSISTANCE, COORDINATION AND INFORMATION SERVICES

Expansion of the Central Personnel Data File—In addition to the requirement that agencies submit an annual equal employment opportunity plan to the Civil Service Commission, the Equal Employment Opportunity Act of 1972 also requires the publication of progress reports on all agency equal employment opportunuity programs. These requirements have necessitated an expanded statistical data base to produce more efficiently the required reports and data on which evaluations of agency programs could be made. This was accomplished through the expansion of the Central Personnel Data File (CPDF), maintained by the Civil Service Commission. To provide more complete coverage, data on training was included in this expansion. The training data to be collected include the "tradi-

[1] Chapter 41, Title 5, United States Code and Executive Order 11348, April 20, 1967.

tional" elements of: (1) type and source of training (but in more detail than in prior years), (2) direct and indirect costs of training (books and tuition and fees, and travel and *per diem* respectively), and (3) length of training (on-duty and off-duty hours will be compiled separately). Included for the first time will be the purpose of training and special interest programs. Two such special interest programs have been defined for inclusion into the CPDF: Supervisory Training and Executive Development. Guidelines for identification of equal employment training are currently under development. These new reporting requirements became effective on July 1, 1973. By matching these training data against the other personnel data contained in the CPDF, a much more detailed and accurate picture of Federal training activity will be obtainable.

Upward Mobility—The first two sessions in a series of Upward Mobility Round Tables were conducted during FY 73. These discussions are designed to provide agencies with an opportunity to share experiences and solve common problems on the role of training and education in upward mobility. Initial sessions dealt with the selection of trainees for upward mobility programs. Four upward mobility "Showcases" were also presented during FY 73. Designed to provide agencies with an opportunity to exchange ideas and experiences in the planning and implementing of upward mobility programs, these first presentations featured the upward mobility programs of the Department of Commerce, General Services Administration, the Health, Education and Welfare Audit Agency, and the Naval Air Station/Naval Air Test Center.

Financial Management Intern Program—In cooperation with the Joint Financial Management Improvement Program Task Force, the Civil Service Commission developed a model financial management intern program. The model has been distributed to all Federal agencies for their use in establishing or improving career intern programs in financial management.

IAG Committee on Development and Training—The Committee was established in FY 1972 as a means of developing more effective communication among Federal employee training activities and to aid the Civil Service Commission to more effectively assist agencies in training and development activities. Fully operational during FY 73, the accomplishments of the committee include a series of seminars on executive development and training; a Training "Showcase" on a New Modular Supervisory Training Program; progress toward development of a Government-wide standard form for training transactions to serve both agency information requirements and provide a source for data to be submitted to the Central Personnel Data File; plans for a major Instructional Technology Conference which was held in September, 1973; and guidelines on "Changes in Regulations Governing Waivers of Limitation on Amount of Training in Non-Government Facilities in a Decade of Service" issued as FPM Letter 410–14.

Resource Publications—The Civil Service Commission issues a wide variety of training resource and information publications for use by Federal training officials. Five new publications were released during FY 73: "Executive and Management Training: Course Listings and Descriptions," "Directory of Instructional Programs in Supervision and Management Training," "Long-Term Training", "Education for Public Management", and "Information on Foreign Language Training Courses in the Federal Government." These and other current publications are described in Appendix D of this report.

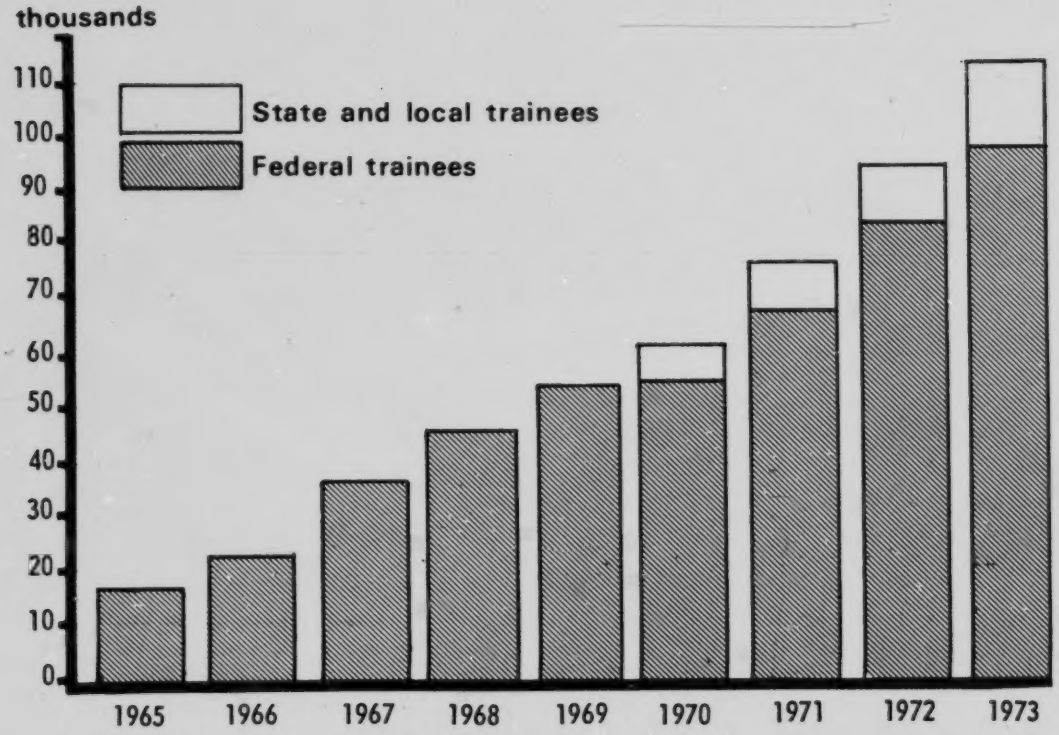
DIRECT COURSE DELIVERY AND ASSISTANCE

In FY 73, the Civil Service Commission's nationwide network for the delivery of training continued to expand its efforts to be responsive to the ever growing needs of Federal, State and local governments for better trained employees. In FY 73, a milestone was reached when the Commission provided training for 112,872 government employees—the first time more than 100,000 people received training from the Commission in one year. Of those participants, 97,170 were Federal employees and 15,702 were employees of State and local governments. These totals represent increases of 17% in Federal employee participation and 32% in State and local employee participation over FY 72. Participant data for the years 1965 to 1973 are illustrated in Figure 13.

During FY 73, the Commission planned and carried out a number of specific actions to support and encourage agency training efforts in Upward Mobility, Equal Employment Opportunity, Executive Management and Development and other areas of Government-wide interest and concern. The following examples are illustrative of these activities:

Upward Mobility—Based upon the success during FY 72 of the South-west Intergovernmental Training Center at San Antonio, the Commission decided to expand upward mobility training throughout the existing network of training facilities, including Area Offices and Regional Training Cen-

FIGURE 13: TRENDS IN CSC INTERAGENCY TRAINING



ters. In addition to skills courses for lower grade employees, courses for supervisors and managers were updated to ensure that management responsibilities for this vital area were fully understood. Also, the Southwest Intergovernmental Training Center began an outreach program, taking its training courses on-site to locations other than San Antonio.

In Washington, D.C., the Communications and Office Skills Training Center conducted a total of 141 sessions of 13 courses designed to promote the upward mobility of employees in the lower grades. The sessions were attended by 3,155 participants. Included among the 13 courses are four new courses developed and run for the first time in FY 1973. Similar training was also conducted through each of the ten Regional Training Centers. The Automatic Data Processing Management Training Center offered 10 separate ADP skills training courses in the three areas of computer operation, programmer aid, and card punch operation. There courses were offered specifically to provide upward mobility opportunities in computer-related occupations for lower graded public employees. Forty-five sessions of these skills training courses were conducted for 267 participants. In addition, the Center provided training for 476 other low-graded employees (GS 7 or below) in Basic Introduction to Computers and ADP.

Equal Employment Opportunity—Courses and handout materials were updated to reflect the regulatory changes brought about by the Equal Employment Opportunity Act of 1972.

"The Federal Women's Program Coordinator: A Symposium" was developed and conducted four times in Washington, D.C., for 212 participants. This course, a three-day live-in seminar, is now available nationwide and is being offered by each of the ten Regional Training Centers.

As part of the continuing effort to conduct additional course sessions aimed at assisting agencies to make and improve their EEO affirmative action plans, the Equal Employment Opportunity Training Institute staff maintained close liaison with the Federal Office of Equal Employment Opportunity. During FY 73, three sessions of the "Affirmative Action Planning" were held for a total of 214 participants.

Other significant EEO training accomplishments in FY 73 included:

—Complete revision of the "EEO Counselor's"

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course. This new course was tested several times with great success. A hand-off package was development for use by agency EEO trainers.

—A complete revision of "Investigating Complaints of Discrimination" was completed and new course materials were developed.

—"Upward Mobility: Program Planning and Implementation," a new course, was developed and successfully tested.

—"The Manager's Role in EEO" was revised and a new course package has been printed.

—A trainers' module on the EEO complaint system was prepared with an accompanying slide-tape presentation. Two additional modules were also started in FY 73 and should be available in early FY 74.

Labor Relations Training—The Labor Relations Training Needs Survey was developed and distributed to agencies through FPM Bulletin No. 410-75 to assist agencies to measure management's labor relations training. The Labor Relations Training Center of the CSC made revisions to all its courses when significant changes occurred in bargaining within the Federal sector. The results of the Scope of Bargaining Study, and the decisions of the Federal Labor Relations Council, Federal Service Impasses Panel and Assistant Secretary of Labor were included in all pertinent courses.

The Center has developed or tailored courses to meet the special needs of agencies. Courses were designed, developed and conducted for ten agencies, including: Internal Revenue Service, State Department, Agency for International Development, Naval Ships Research and Development, General Services Administration, Office of Education, and one for managers in State and local governments. In addition, the Center revised five courses for use by other Federal, State and local government agencies. It also planned and arranged for the development of three films concerned with labor relations: *Anatomy of a Grievance, Arbitration of a Grievance, and At the Table.*

Management Training—During FY 73, considerable emphasis was placed throughout the Commission's training system upon management training ranging from first line supervisors to top career executives and specialized training in nearly every staff area: personnel management, budget and finance, data processing, labor relations and many others.

The Executive Seminar Center curriculum was reshaped to meet CSC-OMB priorities for managerial and executive training. Greater emphasis has been given to program planning, implementation and evaluation. The capacity of present Centers was expanded from the 58 sessions given during FY 73 to 64 sessions in FY 74. All six of the added sessions are in courses dealing with "hard" management subjects.

State and Local Training—To meet the training needs of State and local governments, four new courses were developed for State and local financial management specialists. The San Francisco Region developed two new "Government Bookkeeping" courses—one for State employees and one for those in local governments. The Philadelphia Region developed a course on grants management for State and local employees. This course will cover the latest developments on revenue sharing. In addition, the Seattle Region developed the course "Supervision in the Public Service" for the training of first-line supervisors. All four of these courses are scheduled for hand-off to trainers in State and local governments early in FY 74.

APPENDIX A

AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agency for International Development	AID
Agriculture, Department of	AGRIC
Air Force, Department of	AF
Army, Department of	ARMY
Atomic Energy Commission	AEC
Civil Aeronautics Board	CAB
Civil Service Commission	CSC
Commerce, Department of	COMMERCE
Cost of Living Council	COLC
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
Environmental Protection Agency	EPA
Equal Employment Opportunity Commission	EEOC
Federal Communications Commission	FCC
Federal Home Loan Bank Board	FHLBB
Federal Power Commission	FPC
Federal Trade Commission	FTC
General Accounting Office	GAO
General Services Administration	GSA
Government Printing Office	GPO
Health, Education, and Welfare, Department of	HEW
Housing and Urban Development, Department of	HUD
Interior, Department of the	INTERIOR
Interstate Commerce Commission	ICC
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CONG
National Aeronautics and Space Administration	NASA
National Capital Housing Authority	NAT CAP HOUSING
National Credit Union Administration	NAT CREDIT UNION
National Labor Relations Board	NLRB
National Science Foundation	NSF
Navy, Department of	NAVY
Office of Management and Budget	OMB
Panama Canal Company/Canal Zone Government	PANAMA CANAL
Railroad Retirement Board	RR RET BD
Securities and Exchange Commission	SEC
Selective Service Commission	SEL SVC
Small Business Administration	SBA
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	VA

APPENDIX B

AGENCY SUMMARY TABLES

EXPLANATION OF ITEMS ON SUMMARY TABLES

AVAILABLE MAN-HOURS [1]	The number of man-hours worked and available for training (1,816 hours per employee).
PARTICIPANTS [2]	The number of training participants reported by the agency.
PARTICIPANT MAN-HOURS [2]	The number of training man-hours reported by the agency.
PARTICIPANT RATIO (%)	Training participants divided by grade group population (the percentage figure is shown).
MAN-HOUR RATIO (%)	Training man-hours divided by available man-hours (the percentage figure is shown).
LAST YEAR'S MAN-HOUR RATIO (%)	The man-hour ratio for FY 1972.
% CHANGE FROM LAST YEAR ...	The percentage change in the man-hour ratio from FY 1972 to FY 1973.
% OF AGENCY POPULATION	The percentage of total agency population made up by the grade group.
% OF AGENCY PARTICIPANTS ...	The percentage of total training participants made up by the grade group.
% OF AGENCY MAN-HOURS	The percentage of training man-hours received by the grade group.
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 73	Training man-hours divided by grade group population.
AVERAGE HOURS OF TRAINING PER PARTICIPANT	The average length of a training session for each participant.

[1] Population data, not given on the tables, was obtained from the Central Personnel Data File as it read on November 30, 1972.

[2] Excluded were local foreign national participants and man-hours reported under "Other Pay Systems" by the Air Force and Navy. Data on foreign nationals trained by the Army was not readily available. Since most of the training reported under "Other Pay Systems" by the Army has historically been Foreign Nationals, the category of "Other Pay Systems for the Army, and its employee population, were deleted from the calculations. The subtractions made under "Other Pay Systems" are as follows:

	PARTICIPANTS			MAN-HOURS		
	M	W	T	M	W	T
Army	23,113	6,955	33,068	946,090	213,715	1,159,805
Navy	196	24	220	2,960	664	3,624
Air Force	5,236	1,416	6,652	179,799	47,319	227,118

30 AGENCIES		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	29647	99363	252599	94785	2483	103573	10202	592819
	WOMEN	82910	107352	47047	4619	71	6983	15090	264433
	TOTAL	112557	206715	299646	99404	2554	110556	25292	857252
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	1583.82	6207.34	12662.52	4616.30	*	4950.33	605.28	30637.24
	WOMEN	2920.31	4172.68	1741.95	197.42	*	213.16	436.97	9682.77
	TOTAL	4504.12	10380.02	14404.47	4813.72	124.98	5163.49	1042.25	40444.99
PARTICIPANT RATIO (%)	MEN	33.79	57.39	69.94	62.38	41.85	22.91	18.12	45.70
	WOMEN	32.21	49.30	77.03	72.73	73.96	16.48	31.42	41.69
	TOTAL	32.61	53.02	70.96	62.44	42.36	22.07	24.24	44.15
MAN-HOUR RATIO (%)	MEN	0.99	1.97	1.93	1.67	*	0.60	0.59	1.30
	WOMEN	0.62	1.06	1.57	1.71	*	0.28	0.50	0.84
	TOTAL	0.72	1.47	1.88	1.67	1.14	0.57	0.55	1.15
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.78	1.49	1.95	1.87	1.51	0.46	0.44	1.15
% CHANGE FROM LAST YEAR	TOTAL	-7.89	-1.61	-3.67	-10.96	-24.41	23.37	25.03	-0.25
% OF AGENCY POPULATION	MEN	4.52	8.92	18.60	7.83	0.31	23.28	2.90	66.82
	WOMEN	13.26	11.21	3.15	0.33	0.00	2.18	2.47	32.67
	TOTAL	17.78	20.08	21.75	8.20	0.31	25.80	5.37	100.00
% OF AGENCY PARTICIPANTS	MEN	3.46	11.59	29.47	11.06	0.29	12.08	1.19	69.15
	WOMEN	9.67	12.52	5.49	0.54	0.01	0.81	1.76	30.85
	TOTAL	13.13	24.11	34.95	11.60	0.30	12.90	2.95	100.00
% OF AGENCY MAN-HOURS	MEN	3.92	15.35	31.31	11.41	*	12.24	1.50	75.75
	WOMEN	7.22	10.32	4.31	0.49	*	0.53	1.08	23.94
	TOTAL	11.14	25.66	35.61	11.90	0.31	12.77	2.58	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	18.05	35.85	35.06	30.38	*	10.95	10.75	23.62
	WOMEN	11.35	19.16	28.52	31.08	*	5.03	9.10	15.27
	TOTAL	13.05	26.62	34.11	30.24	20.73	10.31	9.99	20.83
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	53.42	62.47	50.13	48.70	*	47.80	59.33	51.68
	WOMEN	35.22	38.87	37.03	42.74	*	30.53	28.96	36.62
	TOTAL	40.02	50.21	48.07	48.43	48.93	46.70	41.21	47.18

AGRICULTURE		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	2730	12930	26199	5078	143	1384	12	48476
	WOMEN	4342	5273	1272	195	1	58	6	11147
	TOTAL	7072	18203	27471	5273	144	1442	18	59623
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	73.92	520.58	962.43	214.00	*	45.06	0.38	1816.35
	WOMEN	114.51	168.67	53.98	10.50	*	1.76	0.11	349.51
	TOTAL	188.42	689.25	1016.40	224.50	11.49	46.82	0.49	2177.35
PARTICIPANT RATIO (%)	MEN	21.00	54.27	85.46	63.42	52.00	20.94	0.19	54.71
	WOMEN	21.58	45.44	72.23	74.71	33.33	4.81	0.28	30.02
	TOTAL	21.36	51.38	84.75	63.78	51.80	18.45	0.21	47.42
MAN-HOUR RATIO (%)	MEN	0.31	1.20	1.73	1.47	*	0.38	0.00	1.13
	WOMEN	0.31	0.80	1.67	2.22	*	0.08	0.00	0.52
	TOTAL	0.31	1.07	1.73	1.50	2.28	0.33	0.00	0.95
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.45	1.02	1.61	1.50	2.92	0.26	0.39	1.07
% CHANGE FROM LAST YEAR	TOTAL	-30.37	5.02	7.24	-0.32	-22.07	26.85	-99.19	-15.88
% OF AGENCY POPULATION	MEN	10.34	18.95	24.38	6.37	0.22	5.26	4.96	70.47
	WOMEN	16.00	9.23	1.40	0.21	0.00	0.96	1.73	29.53
	TOTAL	26.33	28.18	25.78	6.58	0.22	6.22	6.70	100.00
% OF AGENCY PARTICIPANTS	MEN	4.58	21.69	43.94	8.52	0.24	2.32	0.02	81.30
	WOMEN	7.28	8.84	2.13	0.33	0.00	0.10	0.01	18.70
	TOTAL	11.86	30.53	46.07	8.84	0.24	2.42	0.03	100.00
% OF AGENCY MAN-HOURS	MEN	3.39	23.91	44.20	9.83	*	2.07	0.02	83.42
	WOMEN	5.26	7.75	2.48	0.48	*	0.08	0.01	16.05
	TOTAL	8.65	31.66	46.68	10.31	0.53	2.15	0.02	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	5.69	21.85	31.40	26.73	*	6.82	0.06	20.50
	WOMEN	5.69	14.54	30.65	40.23	*	1.45	0.05	9.41
	TOTAL	5.69	19.45	31.35	27.15	41.32	5.99	0.06	17.32
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	27.08	40.26	36.74	42.14	*	32.56	31.42	37.47
	WOMEN	26.37	31.99	42.43	53.85	*	30.21	18.17	31.35
	TOTAL	26.64	37.86	37.00	42.57	79.78	32.46	27.00	36.52

COMMERCE		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	341	1383	4118	3145	237	339	461	10024
	WOMEN	1820	2154	998	221	5	33	3	5234
	TOTAL	2161	3537	5116	3366	242	372	464	15258
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	13.47	80.18	253.63	143.94	*	12.77	30.36	534.32
	WOMEN	69.12	76.66	36.12	11.62	*	1.92	0.08	195.50
	TOTAL	82.58	156.84	289.74	155.56	8.58	14.68	30.44	738.39
PARTICIPANT RATIO (%)	MEN	22.09	49.30	50.91	50.96	55.50	14.12	69.32	45.24
	WOMEN	28.21	45.91	63.03	62.78	83.33	19.53	2.70	39.13
	TOTAL	27.03	47.18	52.90	51.59	55.89	14.47	59.79	42.94
MAN-HOUR RATIO (%)	MEN	0.48	1.57	1.73	1.28	*	0.29	2.51	1.33
	WOMEN	0.59	0.90	1.26	1.82	*	0.62	0.04	0.80
	TOTAL	0.57	1.15	1.65	1.31	1.09	0.31	2.16	1.14
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.96	0.89	1.62	1.38	1.50	0.14	0.54	1.10
% CHANGE FROM LAST YEAR	TOTAL	-40.76	29.43	1.84	-4.86	-27.29	124.64	299.89	4.02
% OF AGENCY POPULATION	MEN	4.35	7.89	22.76	17.37	1.20	6.76	1.87	62.35
	WOMEN	18.16	13.20	4.45	0.99	0.02	0.48	0.31	37.65
	TOTAL	22.50	21.10	27.22	18.36	1.22	7.23	2.18	100.00
% OF AGENCY PARTICIPANTS	MEN	2.23	9.06	26.99	20.61	1.55	2.22	3.02	65.70
	WOMEN	11.93	14.12	6.54	1.45	0.03	0.22	0.02	34.30
	TOTAL	14.16	23.18	33.53	22.06	1.59	2.44	3.04	100.00
% OF AGENCY MAN-HOURS	MEN	1.82	10.86	34.35	19.49	*	1.73	4.11	72.36
	WOMEN	9.36	10.38	4.89	1.57	*	0.26	0.01	26.48
	TOTAL	11.18	21.24	39.24	21.07	1.16	1.99	4.12	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	8.72	28.58	31.35	23.32	*	5.31	45.65	24.11
	WOMEN	10.71	16.34	22.83	33.01	*	11.34	0.65	14.61
	TOTAL	10.33	20.92	29.96	23.84	19.81	5.71	39.22	20.78
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	39.48	57.97	61.59	45.77	*	37.64	65.85	53.30
	WOMEN	37.97	35.59	36.19	52.57	*	58.09	24.00	37.35
	TOTAL	38.21	44.34	56.63	46.21	35.44	39.46	65.58	48.39

ARMY		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	6033	18238	47805	14903	90	23924	0	110993
	WOMEN	12823	14749	7935	358	0	1292	0	37515
	TOTAL	18856	32987	55740	14861	90	25216	0	148108
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	144.84	898.62	2306.53	692.09	*	760.07	0.00	4802.14
	WOMEN	313.09	445.44	298.93	16.71	*	23.48	0.00	1097.63
	TOTAL	457.92	1344.06	2605.46	708.80	7.43	783.55	0.00	5907.19
PARTICIPANT RATIO (%)	MEN	46.70	48.77	71.76	63.97	27.36	21.34	0.00	42.66
	WOMEN	27.36	36.94	70.18	68.19	0.00	17.58	0.00	32.93
	TOTAL	31.59	42.66	71.53	64.07	27.36	21.11	0.00	39.82
MAN-HOUR RATIO (%)	MEN	0.62	1.32	1.91	1.68	*	0.37	0.00	1.02
	WOMEN	0.37	0.61	1.46	1.75	*	0.18	0.00	0.53
	TOTAL	0.42	0.96	1.84	1.68	1.24	0.36	0.00	0.87
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.36	0.89	1.93	1.86	2.37	0.23	0.00	0.79
% CHANGE FROM LAST YEAR	TOTAL	17.22	7.54	-4.60	-9.53	-47.57	57.06	0.00	10.70
% OF AGENCY POPULATION	MEN	3.47	10.05	17.91	6.09	0.09	30.14	1.47	69.38
	WOMEN	12.59	10.73	3.04	0.14	0.00	1.98	2.03	30.62
	TOTAL	16.07	20.79	20.95	6.24	0.09	32.11	3.51	100.00
% OF AGENCY PARTICIPANTS	MEN	4.07	12.31	32.28	9.79	0.06	16.15	0.00	74.67
	WOMEN	8.66	9.96	5.36	0.24	0.00	0.87	0.00	25.33
	TOTAL	12.73	22.27	37.63	10.03	0.06	17.03	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	2.45	15.21	39.05	11.72	*	12.87	0.00	81.29
	WOMEN	5.30	7.54	5.06	0.28	*	0.40	0.00	18.58
	TOTAL	7.75	22.75	44.11	12.00	0.13	13.26	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	11.21	24.03	34.62	30.53	*	6.78	0.00	18.61
	WOMEN	6.68	11.16	26.44	31.82	*	3.19	0.00	9.64
	TOTAL	7.66	17.38	33.44	30.56	22.57	6.56	0.00	15.88
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	24.01	49.27	48.25	47.72	*	31.77	0.00	43.42
	WOMEN	24.42	30.20	37.67	46.67	*	18.17	0.00	29.26
	TOTAL	24.29	40.74	46.74	47.70	82.49	31.07	0.00	39.88

NAVY		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	2206	9018	26627	10400	123	40883	2982	92239
	WOMEN	5452	6961	3210	265	2	746	444	17080
	TOTAL	7658	15979	29837	10665	125	41629	3426	109319
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	195.98	526.71	1626.59	569.71	*	2531.76	251.79	5702.52
	WOMEN	192.03	228.06	107.99	12.90	*	28.71	35.75	605.42
	TOTAL	388.00	754.76	1734.58	582.61	9.46	2560.47	287.54	6317.39
PARTICIPANT RATIO (%)	MEN	22.57	46.69	51.71	53.34	26.34	27.30	126.79	36.44
	WOMEN	16.42	27.87	54.28	55.56	66.67	10.79	18.35	23.11
	TOTAL	17.82	36.08	51.98	53.39	20.60	26.57	71.81	33.42
MAN-HOUR RATIO (%)	MEN	1.10	1.50	1.74	1.61	*	0.93	5.89	1.24
	WOMEN	0.32	0.50	1.01	1.49	*	0.23	0.81	0.45
	TOTAL	0.50	0.94	1.66	1.61	1.11	0.90	3.32	1.06
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.32	1.13	1.37	1.16	1.94	0.76	0.02	0.83
% CHANGE FROM LAST YEAR	TOTAL	55.38	-16.95	21.46	38.46	-42.88	18.41	16493.29	28.14
% OF AGENCY POPULATION	MEN	2.99	5.90	15.74	5.96	0.14	45.79	0.72	77.40
	WOMEN	10.15	7.64	1.81	0.15	0.00	2.11	0.74	22.60
	TOTAL	13.14	13.54	17.55	6.11	0.14	47.90	1.46	100.00
% OF AGENCY PARTICIPANTS	MEN	2.02	8.25	24.36	9.51	0.11	37.40	2.73	84.38
	WOMEN	4.99	6.37	2.94	0.24	0.00	0.68	0.41	15.62
	TOTAL	7.01	14.62	27.29	9.76	0.11	38.08	3.13	100.00
% OF AGENCY MAN-HOURS	MEN	3.10	8.34	25.75	9.02	*	40.08	3.99	90.27
	WOMEN	3.04	3.61	1.71	0.20	*	0.45	0.57	9.58
	TOTAL	6.14	11.95	27.46	9.22	0.15	40.53	4.55	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	20.05	27.27	31.59	29.22	*	16.91	107.05	22.53
	WOMEN	5.78	9.13	18.26	27.04	*	4.15	14.78	8.19
	TOTAL	9.03	17.04	30.22	29.17	20.12	16.34	60.27	19.31
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	88.84	58.41	61.09	54.78	*	61.93	84.44	61.82
	WOMEN	35.22	32.76	33.64	48.66	*	38.48	80.51	35.45
	TOTAL	50.67	47.23	58.14	54.63	75.66	61.51	83.93	57.79

AIR FORCE		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	1044	8573	29124	6424	40	18324	634	64162
	WOMEN	5078	6008	4789	279	0	1143	1261	18558
	TOTAL	6122	14581	33913	6703	40	19467	1895	82720
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	93.11	513.09	1262.93	375.28	*	981.37	16.69	3242.44
	WOMEN	222.43	250.85	142.42	9.08	*	72.57	32.59	730.24
	TOTAL	315.54	763.94	1405.34	384.36	3.36	1053.94	49.28	3972.68
PARTICIPANT RATIO (%)	MEN	19.15	40.97	63.21	49.03	13.94	17.28	26.73	32.98
	WOMEN	17.18	22.99	74.91	93.94	0.00	18.01	33.76	25.53
	TOTAL	17.45	30.99	64.63	50.03	13.94	17.32	31.03	30.95
MAN-HOUR RATIO (%)	MEN	0.94	1.35	1.51	1.58	*	0.51	0.39	0.92
	WOMEN	0.41	0.53	1.23	1.68	*	0.63	0.48	0.55
	TOTAL	0.50	0.89	1.47	1.58	0.64	0.52	0.45	0.82
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.26	0.90	1.67	1.73	2.75	0.47	0.53	0.79
% CHANGE FROM LAST YEAR	TOTAL	90.52	-0.67	-11.68	-8.69	-76.61	9.87	-15.66	3.70
% OF AGENCY POPULATION	MEN	2.04	7.83	17.24	4.90	0.11	39.68	0.89	72.80
	WOMEN	11.06	9.78	2.39	0.11	0.00	2.38	1.40	27.20
	TOTAL	13.12	17.61	19.63	5.01	0.11	42.05	2.29	100.00
% OF AGENCY PARTICIPANTS	MEN	1.26	10.36	35.21	7.77	0.05	22.15	0.77	77.57
	WOMEN	6.14	7.26	5.79	0.34	0.00	1.38	1.52	22.43
	TOTAL	7.40	17.63	41.00	8.10	0.05	23.53	2.29	100.00
% OF AGENCY MAN-HOURS	MEN	2.34	12.90	31.76	9.44	*	24.68	0.42	81.55
	WOMEN	5.59	6.31	3.58	0.23	*	1.83	0.83	18.37
	TOTAL	7.94	19.21	35.35	9.67	0.08	26.51	1.25	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	17.07	24.52	27.41	28.64	*	9.25	7.03	16.67
	WOMEN	7.52	9.60	22.28	30.57	*	11.43	8.81	10.04
	TOTAL	9.00	16.23	26.78	28.69	11.68	9.38	8.12	14.88
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	89.18	59.85	43.36	58.42	*	53.56	26.31	50.54
	WOMEN	43.80	41.75	29.74	32.54	*	63.49	26.08	39.35
	TOTAL	51.54	52.39	41.44	57.34	83.80	54.14	26.16	48.07

OTHER DEFENSE		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	830	4708	23811	5061	131	2294	88	36923
	WOMEN	2670	4651	4401	263	2	83	60	12130
	TOTAL	3500	9359	28212	5324	133	2377	148	49053
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	31.28	259.39	1152.21	284.68	*	74.29	5.21	1807.03
	WOMEN	89.62	206.75	217.01	14.16	*	2.57	2.42	532.50
	TOTAL	120.90	466.13	1369.21	298.83	8.23	76.86	7.62	2347.76
PARTICIPANT RATIO (%)	MEN	49.35	121.34	121.75	97.61	36.90	27.40	12.46	92.54
	WOMEN	33.92	53.08	149.39	142.16	100.00	4.78	15.46	55.02
	TOTAL	36.63	80.39	125.36	99.14	37.25	23.51	13.53	79.19
MAN-HOUR RATIO (%)	MEN	1.02	3.68	3.24	3.02	*	0.49	0.41	2.49
	WOMEN	0.63	1.30	4.06	4.21	*	0.08	0.34	1.33
	TOTAL	0.70	2.20	3.35	3.06	1.27	0.42	0.38	2.09
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.45	1.57	2.88	2.92	2.47	0.18	0.20	1.69
% CHANGE FROM LAST YEAR	TOTAL	54.84	40.43	16.33	4.94	-48.62	132.57	91.70	23.49
% OF AGENCY POPULATION	MEN	2.72	6.26	31.57	8.37	0.57	13.51	1.14	64.41
	WOMEN	12.71	14.14	4.76	0.30	0.00	2.80	0.63	35.59
	TOTAL	15.42	18.79	36.33	8.67	0.58	16.32	1.77	100.00
% OF AGENCY PARTICIPANTS	MEN	1.69	9.60	48.54	10.32	0.27	4.68	0.18	75.27
	WOMEN	5.44	9.48	8.97	0.54	0.00	0.17	0.12	24.73
	TOTAL	7.14	19.08	57.51	10.85	0.27	4.85	0.30	100.00
% OF AGENCY MAN-HOURS	MEN	1.33	11.05	49.08	12.13	*	3.16	0.22	76.97
	WOMEN	3.82	8.81	9.24	0.60	*	0.11	0.10	22.68
	TOTAL	5.15	19.85	58.32	12.73	0.35	3.27	0.32	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	18.59	66.85	58.91	54.90	*	8.87	7.37	45.29
	WOMEN	11.38	23.60	73.66	76.50	*	1.48	6.22	24.16
	TOTAL	12.65	40.04	60.84	55.65	23.05	7.60	6.96	37.90
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	37.68	55.09	48.39	56.25	*	32.38	59.13	48.94
	WOMEN	33.56	44.45	49.31	53.81	*	30.90	40.23	43.90
	TOTAL	34.54	49.81	48.53	56.13	61.86	32.33	51.47	47.86

HEALTH, EDUCATION AND WELFARE		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	2912	6066	12809	6529	88	1151	410	29965
	WOMEN	11814	16072	8421	1230	14	611	98	38260
	TOTAL	14726	22138	21230	7759	102	1762	508	68225
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	104.11	555.76	447.96	259.68	*	41.04	15.81	1424.33
	WOMEN	344.31	1058.36	371.10	49.86	*	24.47	2.66	1850.75
	TOTAL	448.41	1614.11	819.06	309.54	9.59	65.51	18.47	3284.66
PARTICIPANT RATIO (%)	MEN	62.48	86.34	84.31	61.85	14.64	22.47	3.42	54.37
	WOMEN	49.91	58.42	75.09	67.96	46.67	32.31	3.03	55.15
	TOTAL	51.98	64.10	80.39	62.74	16.16	25.12	3.34	54.80
MAN-HOUR RATIO (%)	MEN	1.23	4.36	1.62	1.35	*	0.44	0.07	1.42
	WOMEN	0.80	2.12	1.82	1.52	*	0.71	0.05	1.47
	TOTAL	0.87	2.57	1.71	1.38	0.84	0.51	0.07	1.45
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.85	1.92	1.38	1.33	1.05	0.40	0.08	1.25
% CHANGE FROM LAST YEAR	TOTAL	2.53	34.04	23.76	3.63	-20.35	28.58	-16.51	16.23
% OF AGENCY POPULATION	MEN	3.74	5.64	12.20	8.48	0.48	4.11	9.63	44.27
	WOMEN	19.01	22.10	9.01	1.45	0.02	1.52	2.60	55.73
	TOTAL	22.76	27.74	21.21	9.93	0.51	5.63	12.23	100.00
% OF AGENCY PARTICIPANTS	MEN	4.27	8.89	18.77	9.57	0.13	1.69	0.60	43.92
	WOMEN	17.32	23.56	12.34	1.80	0.02	0.90	0.14	56.08
	TOTAL	21.58	32.45	31.12	11.37	0.15	2.58	0.74	100.00
% OF AGENCY MAN-HOURS	MEN	3.17	16.92	13.64	7.91	*	1.25	0.48	43.36
	WOMEN	10.48	32.22	11.30	1.52	*	0.74	0.08	56.35
	TOTAL	13.65	49.14	24.94	9.42	0.29	1.99	0.56	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	22.33	79.10	29.48	24.60	*	8.01	1.32	25.84
	WOMEN	14.55	38.47	33.09	27.55	*	12.94	0.82	26.68
	TOTAL	15.83	46.74	31.02	25.03	15.19	9.34	1.21	26.38
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	35.75	91.62	34.97	39.77	*	35.65	38.55	47.53
	WOMEN	29.14	65.85	44.07	40.53	*	40.05	27.13	48.37
	TOTAL	30.45	72.91	38.58	39.89	93.95	37.17	36.35	48.14

HOUSING AND URBAN DEVELOPMENT		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	97	405	1866	1510	32	2	0	3912
	WOMEN	870	1363	669	133	0	0	0	3035
	TOTAL	967	1768	2535	1643	32	2	0	6947
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	8.94	63.94	65.03	47.97	*	0.02	0.00	185.89
	WOMEN	48.23	98.03	22.86	6.95	*	0.00	0.00	176.06
	TOTAL	57.16	161.97	87.89	54.92	2.84	0.02	0.00	364.78
PARTICIPANT RATIO (%)	MEN	13.59	37.96	32.13	50.64	32.00	3.33	0.00	36.13
	WOMEN	32.06	39.36	61.10	58.59	0.00	0.00	0.00	39.91
	TOTAL	28.21	38.97	36.72	51.20	31.37	3.23	0.00	37.69
MAN-HOUR RATIO (%)	MEN	0.69	3.30	0.62	0.89	*	0.02	0.00	0.95
	WOMEN	0.98	1.56	1.15	1.69	*	0.00	0.00	1.27
	TOTAL	0.92	1.97	0.70	0.94	1.53	0.02	0.00	1.09
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.89	1.16	1.02	1.47	0.93	0.07	0.01	1.09
% CHANGE FROM LAST YEAR	TOTAL	3.17	69.47	-31.27	-35.90	64.40	-74.62	-100.00	-0.02
% OF AGENCY POPULATION	MEN	3.87	5.79	31.51	16.18	0.54	0.33	0.37	58.74
	WOMEN	14.73	18.79	5.94	1.23	0.01	0.01	0.28	41.26
	TOTAL	18.60	24.62	37.45	17.41	0.55	0.34	0.65	100.00
% OF AGENCY PARTICIPANTS	MEN	1.40	5.83	26.86	21.74	0.46	0.03	0.00	56.31
	WOMEN	12.52	19.62	9.63	1.91	0.00	0.00	0.00	43.69
	TOTAL	13.92	25.45	36.49	23.65	0.46	0.03	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	2.45	17.53	17.83	13.15	*	0.01	0.00	50.96
	WOMEN	13.22	26.87	6.27	1.90	*	0.00	0.00	48.26
	TOTAL	15.67	44.40	24.09	15.05	0.78	0.01	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	12.52	59.92	11.20	16.08	*	0.33	0.00	17.17
	WOMEN	17.77	28.31	20.87	30.61	*	0.00	0.00	23.15
	TOTAL	16.67	35.70	12.73	17.11	27.76	0.32	0.00	19.79
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	92.12	157.87	34.85	31.76	*	10.00	0.00	47.52
	WOMEN	55.43	71.92	34.16	52.24	*	0.00	0.00	58.01
	TOTAL	59.11	91.61	34.67	33.42	88.50	10.00	0.00	52.51

INTERIOR		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	1344	4692	13136	3731	34	3160	302	26399
	WOMEN	2908	3574	1627	88	0	386	8	8591
	TOTAL	4252	8266	14763	3819	34	3546	310	34990
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	50.61	258.46	565.66	114.76	*	106.98	49.74	1146.18
	WOMEN	93.45	115.08	79.98	2.41	*	19.00	0.88	310.78
	TOTAL	144.06	373.54	645.63	117.16	1.63	125.98	50.61	1458.59
PARTICIPANT RATIO (%)	MEN	28.52	64.64	71.38	56.35	16.11	25.59	25.08	51.37
	WOMEN	35.15	53.07	54.52	54.32	0.00	42.94	4.17	44.55
	TOTAL	32.75	59.07	69.03	56.30	16.11	26.77	22.21	49.51
MAN-HOUR RATIO (%)	MEN	0.59	1.96	1.69	0.95	*	0.48	2.27	1.23
	WOMEN	0.62	0.94	1.48	0.82	*	1.16	0.25	0.89
	TOTAL	0.61	1.47	1.66	0.95	0.43	0.52	2.00	1.14
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	1.23	2.10	2.35	1.17	3.31	0.50	0.66	1.57
% CHANGE FROM LAST YEAR	TOTAL	-50.33	-30.00	-29.26	-18.71	-87.15	4.72	202.46	-27.61
% OF AGENCY POPULATION	MEN	6.67	10.27	26.04	9.37	0.30	17.47	1.70	72.71
	WOMEN	11.71	9.53	4.22	0.23	0.00	1.27	0.27	27.29
	TOTAL	18.37	19.80	30.26	9.60	0.30	18.75	1.98	100.00
% OF AGENCY PARTICIPANTS	MEN	3.84	13.41	37.54	10.66	0.10	9.03	0.86	75.45
	WOMEN	8.31	10.21	4.65	0.25	0.00	1.10	0.02	24.55
	TOTAL	12.15	23.62	42.19	10.91	0.10	10.13	0.89	100.00
% OF AGENCY MAN-HOURS	MEN	3.47	17.72	38.78	7.87	*	7.33	3.41	78.58
	WOMEN	6.41	7.89	5.48	0.16	*	1.30	0.06	21.31
	TOTAL	9.88	25.61	44.26	8.03	0.11	8.64	3.47	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	10.74	35.61	30.74	17.33	*	8.66	41.31	22.31
	WOMEN	11.30	17.09	26.80	14.85	*	21.13	4.54	16.11
	TOTAL	11.09	26.69	30.19	17.27	7.73	9.51	36.25	20.64
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	37.65	55.08	43.06	30.76	*	33.85	164.69	43.42
	WOMEN	32.14	32.20	49.15	27.33	*	49.22	109.00	36.17
	TOTAL	33.88	45.19	43.73	30.68	47.94	35.52	163.25	41.69

JUSTICE		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	1919	7397	6906	2707	166	1181	88	20364
	WOMEN	4552	2704	459	54	0	15	22	7806
	TOTAL	6471	10101	7365	2761	166	1196	110	28170
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	172.13	456.03	560.15	112.84	*	33.59	45.76	1380.48
	WOMEN	370.36	107.14	25.90	1.63	*	0.34	1.20	506.55
	TOTAL	542.49	563.16	586.04	114.47	4.60	33.93	46.96	1891.62
PARTICIPANT RATIO (%)	MEN	197.63	96.72	100.85	107.55	43.01	87.42	5.92	96.60
	WOMEN	157.18	54.35	78.19	46.96	0.00	65.22	6.20	86.98
	TOTAL	167.34	80.02	99.06	104.90	42.89	87.05	5.98	93.73
MAN-HOUR RATIO (%)	MEN	9.76	3.28	4.50	2.47	*	1.37	1.70	3.61
	WOMEN	7.04	1.19	2.43	0.78	*	0.80	0.19	3.11
	TOTAL	7.72	2.46	4.34	2.39	0.65	1.36	1.40	3.47
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	3.54	3.03	3.14	0.68	0.87	0.86	0.01	2.63
% CHANGE FROM LAST YEAR	TOTAL	118.22	-18.92	38.23	252.17	-24.82	58.10	13946.19	31.78
% OF AGENCY POPULATION	MEN	3.23	25.45	22.79	8.37	1.28	4.50	4.94	70.14
	WOMEN	9.64	16.55	1.95	0.38	0.00	0.08	1.18	29.86
	TOTAL	12.87	42.00	24.74	8.76	1.29	4.57	6.13	100.00
% OF AGENCY PARTICIPANTS	MEN	6.81	26.26	24.52	9.61	0.59	4.19	0.31	72.29
	WOMEN	16.16	9.60	1.63	0.19	0.00	0.05	0.08	27.71
	TOTAL	22.97	35.86	26.14	9.80	0.59	4.25	0.39	100.00
% OF AGENCY MAN-HOURS	MEN	9.10	24.11	29.61	5.96	*	1.78	2.42	72.98
	WOMEN	19.58	5.66	1.37	0.09	*	0.02	0.06	26.78
	TOTAL	28.68	29.77	30.98	6.05	0.24	1.79	2.48	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	177.27	59.63	81.80	44.83	*	24.86	30.79	65.49
	WOMEN	127.89	21.53	44.11	14.16	*	14.61	3.38	56.45
	TOTAL	140.28	44.61	78.82	43.49	11.88	24.69	25.51	62.94
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	89.70	61.63	81.11	41.68	*	28.44	520.00	67.79
	WOMEN	81.36	39.62	56.41	30.15	*	22.40	54.55	64.89
	TOTAL	83.83	55.75	79.57	41.46	27.69	28.37	426.91	67.15

LABOR		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	68	594	1539	2187	178	0	1	4567
	WOMEN	860	1638	842	374	21	0	34	3769
	TOTAL	928	2232	2381	2561	199	0	35	8336
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	3.11	16.44	35.96	101.04	*	0.00	0.03	156.57
	WOMEN	29.93	41.54	23.56	13.95	*	0.00	0.98	109.94
	TOTAL	33.04	57.98	59.51	114.99	6.09	0.00	1.01	272.59
PARTICIPANT RATIO (%)	MEN	16.67	73.88	49.73	71.68	143.55	0.00	0.47	58.75
	WOMEN	45.87	51.74	74.32	88.84	210.00	0.00	17.17	55.16
	TOTAL	40.65	56.72	56.32	58.58	148.51	0.00	8.54	57.07
MAN-HOUR RATIO (%)	MEN	0.42	1.13	0.64	1.82	*	0.00	0.01	1.11
	WOMEN	0.88	0.72	1.14	1.82	*	0.00	0.27	0.89
	TOTAL	0.80	0.80	0.78	1.45	2.50	0.00	0.14	1.03
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	1.19	1.04	1.11	1.40	1.10	0.02	0.52	1.16
% CHANGE FROM LAST YEAR	TOTAL	-33.04	-22.68	-30.18	3.45	127.33	-100.00	-73.97	-11.41
% OF AGENCY POPULATION	MEN	2.79	5.50	21.19	20.89	0.85	0.39	1.45	53.22
	WOMEN	12.84	21.67	7.76	2.88	0.07	0.18	1.36	46.78
	TOTAL	15.63	27.18	28.95	29.93	0.92	0.57	2.81	100.00
% OF AGENCY PARTICIPANTS	MEN	0.82	7.13	18.46	26.24	2.14	0.00	0.01	54.79
	WOMEN	10.32	19.65	10.10	4.49	0.25	0.00	0.41	45.21
	TOTAL	11.13	26.78	28.56	30.72	2.39	0.00	0.42	100.00
% OF AGENCY MAN-HOURS	MEN	1.14	6.03	13.19	37.07	*	0.00	0.01	57.44
	WOMEN	10.98	15.24	8.64	5.12	*	0.00	0.36	40.33
	TOTAL	12.12	21.27	21.83	42.18	2.23	0.00	0.37	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	7.62	20.45	11.62	33.12	*	0.00	0.13	20.14
	WOMEN	15.96	13.12	20.79	33.12	*	0.00	4.95	16.09
	TOTAL	14.47	14.60	14.07	26.30	45.41	0.00	2.46	18.66
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	45.71	27.67	23.36	46.20	*	0.00	28.00	34.28
	WOMEN	34.80	25.36	27.97	37.28	*	0.00	26.82	29.17
	TOTAL	35.60	25.97	24.99	44.90	30.58	0.00	28.80	32.70

TRANSPORTATION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	347	2249	18428	13466	208	1379	105	36182
	WOMEN	853	1582	650	141	3	24	102	3355
	TOTAL	1200	3831	19078	13607	211	1403	207	39537
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	151.75	306.03	1837.11	988.53	*	90.43	5.03	3378.86
	WOMEN	54.36	56.87	39.16	11.62	*	0.17	0.66	162.82
	TOTAL	206.11	362.89	1876.27	1000.14	10.81	90.59	5.69	3552.47
PARTICIPANT RATIO (%)	MEN	35.30	63.91	63.68	73.81	60.12	22.76	10.28	61.07
	WOMEN	21.51	28.73	50.94	60.52	75.00	48.00	10.45	27.74
	TOTAL	24.25	42.44	63.14	73.64	60.29	22.97	10.37	55.42
MAN-HOUR RATIO (%)	MEN	8.50	4.79	3.50	2.98	*	0.82	0.27	3.14
	WOMEN	0.75	0.57	1.69	2.74	*	0.18	0.04	0.74
	TOTAL	2.29	2.21	3.42	2.98	1.70	0.82	0.16	2.74
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	2.43	2.62	4.47	5.55	0.75	0.93	0.03	3.89
% CHANGE FROM LAST YEAR	TOTAL	-5.61	-15.50	-23.50	-46.29	126.64	-12.20	422.72	-29.51
% OF AGENCY POPULATION	MEN	1.38	4.93	40.56	25.57	0.48	8.49	1.43	83.05
	WOMEN	5.56	7.72	1.79	0.33	0.01	0.07	1.37	16.95
	TOTAL	6.94	12.65	42.35	25.90	0.49	8.56	2.80	100.00
% OF AGENCY PARTICIPANTS	MEN	0.88	5.69	46.61	34.06	0.53	3.49	0.27	91.51
	WOMEN	2.16	4.00	1.64	0.36	0.01	0.06	0.26	8.49
	TOTAL	3.04	9.69	48.25	34.42	0.53	3.55	0.52	100.00
% OF AGENCY MAN-HOURS	MEN	4.27	8.61	51.71	27.83	*	2.55	0.14	95.11
	WOMEN	1.53	1.60	1.10	0.33	*	0.00	0.02	4.58
	TOTAL	5.80	10.22	52.82	28.15	0.30	2.55	0.16	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	154.37	86.96	63.48	54.18	*	14.92	4.92	57.03
	WOMEN	13.71	10.33	30.69	49.85	*	3.24	0.68	13.46
	TOTAL	41.65	40.20	62.10	54.13	30.87	14.83	2.85	49.80
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	437.32	136.07	99.69	73.41	*	65.57	47.89	93.38
	WOMEN	63.72	35.95	60.24	82.37	*	6.75	6.46	48.53
	TOTAL	171.75	94.72	98.35	73.50	51.20	64.57	27.47	89.85

TREASURY		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	2508	13366	17783	6023	108	1627	0	41156
	WOMEN	17896	29064	5831	258	3	286	0	53341
	TOTAL	20404	42430	23614	6281	111	1913	0	97497
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	142.44	1406.27	941.29	285.75	*	105.12	0.00	2881.48
	WOMEN	519.78	996.25	172.14	10.99	*	7.14	0.00	1706.67
	TOTAL	662.22	2402.52	1113.46	296.73	6.20	112.30	0.00	4604.34
PARTICIPANT RATIO (%)	MEN	41.56	117.53	70.44	57.46	32.73	37.09	0.00	70.22
	WOMEN	60.14	102.48	132.58	92.14	60.00	20.65	0.00	98.33
	TOTAL	57.01	145.01	78.85	56.28	33.13	33.14	0.00	76.69
MAN-HOUR RATIO (%)	MEN	1.30	6.81	1.85	1.37	*	1.32	0.00	2.53
	WOMEN	0.96	3.07	2.16	2.16	*	0.29	0.00	1.73
	TOTAL	1.02	4.52	1.89	1.38	1.02	1.07	0.00	1.99
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	1.82	5.65	1.97	1.15	0.66	0.73	0.00	2.60
% CHANGE FROM LAST YEAR	TOTAL	-44.02	-19.97	-4.18	20.35	54.24	46.76	0.00	-23.29
% OF AGENCY POPULATION	MEN	4.75	8.95	22.09	9.07	0.26	3.45	0.80	49.46
	WOMEN	23.41	14.07	3.46	0.22	0.00	1.09	0.36	42.67
	TOTAL	28.15	23.02	25.55	9.29	0.26	4.54	1.16	100.00
% OF AGENCY PARTICIPANTS	MEN	2.57	13.71	20.29	6.79	0.11	1.67	0.00	45.29
	WOMEN	18.36	29.81	5.98	0.26	0.00	0.29	0.00	54.71
	TOTAL	20.93	43.52	26.27	7.06	0.11	1.96	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	3.09	30.54	20.44	6.21	*	2.28	0.00	62.80
	WOMEN	11.29	21.64	3.74	0.24	*	0.16	0.00	37.07
	TOTAL	14.38	52.18	24.18	6.44	0.13	2.44	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	23.60	123.66	33.52	24.79	*	23.96	0.00	45.98
	WOMEN	17.47	55.69	39.15	39.22	*	5.19	0.00	31.46
	TOTAL	18.50	82.11	34.28	25.13	18.49	19.46	0.00	36.22
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	56.79	105.21	47.58	43.14	*	64.61	0.00	69.48
	WOMEN	29.04	34.28	29.53	42.57	*	25.12	0.00	32.00
	TOTAL	32.46	56.62	43.47	43.12	99.79	58.70	0.00	47.23

CIVIL AERONAUTICS BOARD		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	0	26	38	70	14	0	3	165
	WOMEN	28	58	18	6	0	0	1	111
	TOTAL	28	84	56	76	14	0	4	276
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.00	0.85	1.39	2.06	*	0.00	0.07	5.03
	WOMEN	0.81	1.89	0.53	0.19	*	0.00	0.03	3.43
	TOTAL	0.81	2.74	1.92	2.24	0.68	0.00	0.10	9.14
PARTICIPANT RATIO (%)	MEN	0.00	50.98	37.25	39.77	27.45	0.00	75.00	40.15
	WOMEN	93.33	42.65	32.73	50.00	0.00	0.00	20.00	46.44
	TOTAL	73.68	44.92	35.67	40.43	26.92	0.00	44.44	42.46
MAN-HOUR RATIO (%)	MEN	0.00	0.91	0.75	0.64	*	0.00	0.91	0.67
	WOMEN	1.47	0.76	0.53	0.84	*	0.00	0.28	0.79
	TOTAL	1.16	0.80	0.67	0.65	0.71	0.00	0.56	0.77
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.35	0.3	0.52	0.80	0.78	1.32	0.00	0.56
% CHANGE FROM LAST YEAR	TOTAL	232.05	117.43	29.17	-18.17	-8.49	-100.00	0.00	38.15
% OF AGENCY POPULATION	MEN	1.23	7.85	15.69	27.08	7.85	1.85	0.62	63.23
	WOMEN	4.62	20.92	8.46	1.85	0.15	0.15	0.77	36.77
	TOTAL	5.85	28.77	24.15	28.92	8.00	2.00	1.38	100.00
% OF AGENCY PARTICIPANTS	MEN	0.00	9.42	13.77	25.36	5.07	0.00	1.09	59.78
	WOMEN	10.14	21.01	6.52	2.17	0.00	0.00	0.36	40.22
	TOTAL	10.14	30.43	20.29	27.54	5.07	0.00	1.45	100.00
% OF AGENCY MAN-HOURS	MEN	0.00	9.23	15.18	22.46	*	0.00	0.72	55.07
	WOMEN	8.78	20.69	5.79	2.01	*	0.00	0.27	37.55
	TOTAL	8.78	29.92	20.97	24.47	7.38	0.00	1.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	0.00	16.53	13.59	11.65	*	0.00	16.50	12.24
	WOMEN	26.73	13.89	9.62	15.33	*	0.00	5.00	14.35
	TOTAL	21.11	14.61	12.20	11.89	12.96	0.00	10.11	14.05
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	0.00	32.42	36.47	29.30	*	0.00	22.00	30.48
	WOMEN	28.64	32.57	29.39	30.67	*	0.00	25.00	30.89
	TOTAL	28.64	32.52	34.20	29.41	48.14	0.00	22.75	33.09

CIVIL SERVICE COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	110	261	949	416	16	3	0	1755
	WOMEN	834	630	349	57	0	0	0	1870
	TOTAL	944	891	1298	473	16	3	0	3625
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	2.91	13.29	26.42	13.39	*	0.12	0.00	56.12
	WOMEN	26.54	20.37	9.46	1.79	*	0.00	0.00	58.15
	TOTAL	29.45	33.65	35.88	15.18	0.72	0.12	0.00	114.98
PARTICIPANT RATIO (%)	MEN	27.23	85.86	83.76	58.59	28.07	7.14	0.00	64.66
	WOMEN	43.87	62.81	77.90	59.37	0.00	0.00	0.00	53.31
	TOTAL	40.95	68.17	82.10	58.68	28.07	5.66	0.00	58.26
MAN-HOUR RATIO (%)	MEN	0.40	2.41	1.28	1.04	*	0.16	0.00	1.14
	WOMEN	0.77	1.12	1.16	1.02	*	0.00	0.00	0.91
	TOTAL	0.70	1.42	1.25	1.04	0.69	0.12	0.00	1.02
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.75	0.82	0.97	0.79	1.89	0.10	0.00	0.82
% CHANGE FROM LAST YEAR	TOTAL	-6.21	72.88	28.81	31.24	-63.30	24.68	0.00	24.10
% OF AGENCY POPULATION	MEN	6.49	4.89	18.21	11.41	0.92	0.68	0.80	43.62
	WOMEN	30.55	16.12	7.20	1.54	0.00	0.18	0.56	56.38
	TOTAL	37.05	21.01	25.41	12.95	0.92	0.85	1.37	100.00
% OF AGENCY PARTICIPANTS	MEN	3.03	7.20	26.18	11.48	0.44	0.08	0.00	48.41
	WOMEN	23.01	17.38	9.63	1.57	0.00	0.00	0.00	51.59
	TOTAL	26.04	24.58	35.81	13.05	0.44	0.08	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	2.53	11.55	22.98	11.64	*	0.10	0.00	48.81
	WOMEN	23.08	17.71	8.22	1.55	*	0.00	0.00	50.57
	TOTAL	25.61	29.26	31.20	13.20	0.62	0.10	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	7.20	43.69	23.32	18.86	*	2.86	0.00	20.68
	WOMEN	13.96	20.31	21.10	18.60	*	0.00	0.00	16.57
	TOTAL	12.77	25.74	22.69	18.83	12.60	2.26	0.00	18.48
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	26.45	50.89	27.84	32.19	*	40.00	0.00	31.98
	WOMEN	31.82	32.33	27.09	31.33	*	0.00	0.00	31.09
	TOTAL	31.19	37.76	27.64	32.08	44.88	40.00	0.00	31.72

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	MEN	8	54	125	165	0	3	0	355
	WOMEN	175	357	158	61	0	0	0	751
	TOTAL	183	411	283	226	0	3	0	1106
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.06	0.49	2.88	4.48	*	0.08	0.00	7.98
	WOMEN	7.16	5.67	3.48	1.03	*	0.00	0.00	17.32
	TOTAL	7.22	6.16	6.35	5.50	0.00	0.08	0.00	25.29
PARTICIPANT RATIO (%)	MEN	26.67	58.70	36.98	54.82	0.00	30.00	0.00	51.01
	WOMEN	75.43	118.21	98.14	124.49	0.00	0.00	0.00	99.73
	TOTAL	69.85	104.31	56.71	64.57	0.00	30.00	0.00	76.33
MAN-HOUR RATIO (%)	MEN	0.11	0.29	0.47	0.82	*	0.41	0.00	0.63
	WOMEN	1.70	1.03	1.19	1.15	*	0.00	0.00	1.27
	TOTAL	1.52	0.86	0.70	0.87	0.00	0.41	0.00	0.96
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	3.26	3.29	3.26	0.00	14.45	0.50	0.00	2.76
% CHANGE FROM LAST YEAR	TOTAL	-53.50	-73.86	-78.51	0.00	-100.00	-17.40	0.00	-65.18
% OF AGENCY POPULATION	MEN	2.07	6.35	23.33	20.77	1.10	0.69	0.28	48.03
	WOMEN	16.01	20.84	11.11	3.38	0.35	0.00	0.41	51.97
	TOTAL	18.08	27.19	34.44	24.15	1.45	0.69	0.69	100.00
% OF AGENCY PARTICIPANTS	MEN	0.72	4.88	11.30	14.92	0.00	0.27	0.00	32.10
	WOMEN	15.82	32.28	14.29	5.52	0.00	0.00	0.00	67.90
	TOTAL	16.55	37.16	25.59	20.43	0.00	0.27	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	0.24	1.93	11.37	17.68	*	0.30	0.00	31.53
	WOMEN	28.29	22.40	13.73	4.06	*	0.00	0.00	68.47
	TOTAL	28.52	24.33	25.10	21.74	0.00	0.30	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	2.00	5.32	8.51	14.86	*	7.50	0.00	11.45
	WOMEN	30.83	18.75	21.57	20.94	*	0.00	0.00	22.99
	TOTAL	27.53	15.62	12.72	15.71	0.00	7.50	0.00	17.45
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	7.50	9.06	23.01	27.10	*	25.00	0.00	22.46
	WOMEN	40.87	15.87	21.97	16.82	*	0.00	0.00	23.06
	TOTAL	39.42	14.97	22.43	24.33	0.00	25.00	0.00	22.86

FEDERAL COMMUNICATIONS COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	6	68	142	154	20	7	0	397
	WOMEN	119	95	17	7	1	0	0	239
	TOTAL	125	163	159	161	21	7	0	636
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.25	2.35	3.82	4.37	*	0.27	0.00	11.04
	WOMEN	4.44	3.09	0.87	0.17	*	0.00	0.00	8.55
	TOTAL	4.68	5.44	4.68	4.54	1.09	0.27	0.00	20.68
PARTICIPANT RATIO (%)	MEN	13.64	51.13	41.64	43.75	48.78	18.92	0.00	40.22
	WOMEN	50.42	31.35	26.15	33.33	50.00	0.00	0.00	37.17
	TOTAL	44.64	37.39	39.16	43.16	48.84	17.07	0.00	39.02
MAN-HOUR RATIO (%)	MEN	0.31	0.97	0.62	0.68	*	0.39	0.00	0.62
	WOMEN	1.03	0.56	0.73	0.43	*	0.00	0.00	0.73
	TOTAL	0.92	0.69	0.63	0.67	1.40	0.35	0.00	0.70
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.78	0.50	0.68	0.69	1.41	0.13	0.00	0.65
% CHANGE FROM LAST YEAR	TOTAL	18.00	37.19	-6.75	-3.01	-1.00	171.71	0.00	7.44
% OF AGENCY POPULATION	MEN	2.70	8.16	20.92	21.60	2.52	2.27	0.74	60.55
	WOMEN	14.48	18.59	3.99	1.29	0.12	0.25	0.18	39.45
	TOTAL	17.18	26.75	24.91	22.88	2.64	2.52	0.92	100.00
% OF AGENCY PARTICIPANTS	MEN	0.94	10.69	22.33	24.21	3.14	1.10	0.00	62.42
	WOMEN	18.71	14.94	2.67	1.10	0.16	0.00	0.00	37.58
	TOTAL	19.65	25.63	25.00	25.31	3.30	1.10	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	1.19	11.36	18.45	21.13	*	1.27	0.00	53.39
	WOMEN	21.45	14.91	4.17	0.80	*	0.00	0.00	41.34
	TOTAL	22.64	26.27	22.62	21.93	5.27	1.27	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	5.57	17.65	11.18	12.41	*	7.11	0.00	11.18
	WOMEN	18.79	10.17	13.26	7.86	*	0.00	0.00	13.29
	TOTAL	16.71	12.46	11.51	12.15	25.35	6.41	0.00	12.68
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	40.83	34.53	26.85	28.36	*	37.57	0.00	27.80
	WOMEN	37.27	32.45	50.71	23.57	*	0.00	0.00	35.75
	TOTAL	37.44	33.32	29.40	28.16	51.90	37.57	0.00	32.50

FEDERAL HOME LOAN BANK BOARD		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	0	32	116	148	7	3	0	306
	WOMEN	33	62	52	12	0	1	0	160
	TOTAL	33	94	168	160	7	4	0	466
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.00	1.04	3.93	5.52	*	0.11	0.00	10.59
	WOMEN	1.39	1.84	2.13	0.28	*	0.04	0.00	5.67
	TOTAL	1.39	2.87	6.05	5.80	0.15	0.15	0.00	16.41
PARTICIPANT RATIO (%)	MEN	0.00	32.32	27.68	46.39	70.00	15.79	0.00	34.04
	WOMEN	23.40	32.98	98.11	171.43	0.00	25.00	0.00	40.61
	TOTAL	20.50	32.75	35.59	49.08	70.00	16.00	0.00	36.04
MAN-HOUR RATIO (%)	MEN	0.00	0.58	0.52	0.95	*	0.32	0.00	0.65
	WOMEN	0.54	0.54	2.21	2.20	*	0.55	0.00	0.79
	TOTAL	0.48	0.55	0.71	0.98	0.83	0.33	0.00	0.70
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	1.48	4.29	0.95	1.11	0.70	0.03	0.00	1.63
% CHANGE FROM LAST YEAR	TOTAL	-67.90	-87.16	-25.75	-11.77	18.00	1001.32	0.00	-57.14
% OF AGENCY POPULATION	MEN	1.55	7.66	32.41	24.67	0.77	1.47	0.62	69.53
	WOMEN	10.90	14.54	4.10	0.54	0.00	0.31	0.08	30.47
	TOTAL	12.45	22.20	36.50	25.21	0.77	1.93	0.70	100.00
% OF AGENCY PARTICIPANTS	MEN	0.00	6.87	24.89	31.76	1.50	0.64	0.00	65.67
	WOMEN	7.08	13.30	11.16	2.58	0.00	0.21	0.00	34.33
	TOTAL	7.08	20.17	36.05	34.33	1.50	0.86	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	0.00	6.32	23.92	33.64	*	0.67	0.00	64.54
	WOMEN	8.47	11.18	12.94	1.71	*	0.24	0.00	34.54
	TOTAL	8.47	17.50	36.86	35.35	0.91	0.91	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	0.00	10.46	9.36	17.30	*	5.79	0.00	11.78
	WOMEN	9.85	9.76	40.06	40.00	*	10.00	0.00	14.38
	TOTAL	8.63	10.00	12.81	17.79	15.00	6.00	0.00	12.69
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	0.00	32.38	33.82	37.28	*	36.67	0.00	34.60
	WOMEN	42.09	29.58	40.83	23.33	*	40.00	0.00	35.41
	TOTAL	42.09	30.53	35.99	36.24	21.43	37.50	0.00	35.20

FEDERAL POWER COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	MEN	1	43	134	130	13	1	0	335
	WOMEN	32	25	14	6	0	0	0	77
	TOTAL	33	68	148	136	13	1	0	412
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.04	1.05	4.02	3.77	*	0.01	0.00	9.23
	WOMEN	1.29	0.95	0.27	0.24	*	0.00	0.00	2.72
	TOTAL	1.33	1.99	4.28	4.00	0.36	0.01	0.00	12.31
PARTICIPANT RATIO (%)	MEN	4.17	51.19	53.17	47.45	31.71	5.26	0.00	47.99
	WOMEN	38.10	8.56	23.73	100.00	0.00	0.00	0.00	22.00
	TOTAL	30.56	18.09	47.59	48.57	31.71	4.35	0.00	39.31
MAN-HOUR RATIO (%)	MEN	0.09	0.69	0.88	0.76	*	0.03	0.00	0.73
	WOMEN	0.84	0.18	0.24	2.12	*	0.00	0.00	0.43
	TOTAL	0.67	0.29	0.76	0.79	0.48	0.02	0.00	0.65
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.27	0.60	1.07	0.87	0.61	0.00	0.03	0.74
% CHANGE FROM LAST YEAR	TOTAL	149.65	-51.45	-29.29	-9.76	-20.74	0.00	-100.00	-12.62
% OF AGENCY POPULATION	MEN	2.29	8.02	24.05	26.15	3.91	1.81	0.57	66.60
	WOMEN	8.02	27.86	5.63	0.57	0.00	0.38	0.48	33.40
	TOTAL	10.31	35.88	29.68	26.72	3.91	2.19	1.05	100.00
% OF AGENCY PARTICIPANTS	MEN	0.24	10.44	32.52	31.55	3.16	0.24	0.00	81.31
	WOMEN	7.77	6.07	3.40	1.46	0.00	0.00	0.00	18.69
	TOTAL	8.01	16.50	35.92	33.01	3.16	0.24	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	0.33	8.49	32.59	30.56	*	0.08	0.00	74.98
	WOMEN	10.42	7.67	2.13	1.88	*	0.00	0.00	22.09
	TOTAL	10.74	16.16	34.72	32.44	2.93	0.08	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	1.67	12.44	15.92	13.73	*	0.53	0.00	13.22
	WOMEN	15.26	3.23	4.44	38.50	*	0.00	0.00	7.77
	TOTAL	12.24	5.29	13.74	14.26	8.78	0.43	0.00	11.74
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	40.00	24.30	29.93	28.93	*	10.00	0.00	27.54
	WOMEN	40.06	37.76	18.71	38.50	*	0.00	0.00	35.31
	TOTAL	40.06	29.25	28.87	29.35	27.69	10.00	0.00	29.87

FEDERAL TRADE COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	25	37	105	78	19	0	0	264
	WOMEN	127	177	90	29	0	0	0	423
	TOTAL	152	214	195	107	19	0	0	687
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.22	0.90	2.55	2.22	*	0.00	0.00	5.88
	WOMEN	3.64	3.96	1.80	0.27	*	0.00	0.00	9.67
	TOTAL	3.85	4.86	4.35	2.49	0.42	0.00	0.00	15.95
PARTICIPANT RATIO (%)	MEN	54.35	60.66	40.38	24.61	42.22	0.00	0.00	33.59
	WOMEN	76.51	49.58	90.91	111.54	0.00	0.00	0.00	64.78
	TOTAL	71.70	51.20	54.32	31.20	42.22	0.00	0.00	47.74
MAN-HOUR RATIO (%)	MEN	0.25	0.81	0.54	0.38	*	0.00	0.00	0.41
	WOMEN	1.21	0.61	1.00	0.57	*	0.00	0.00	0.81
	TOTAL	1.00	0.64	0.67	0.40	0.51	0.00	0.00	0.61
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.34	0.51	0.35	0.30	0.15	0.00	0.00	0.37
% CHANGE FROM LAST YEAR	TOTAL	193.97	25.43	90.42	32.93	239.37	0.00	0.00	64.95
% OF AGENCY POPULATION	MEN	3.20	4.24	18.07	22.03	3.13	1.25	2.50	54.62
	WOMEN	11.54	24.81	6.88	1.81	0.00	0.28	0.00	45.38
	TOTAL	14.73	29.05	24.95	23.84	3.13	1.53	2.50	100.00
% OF AGENCY PARTICIPANTS	MEN	3.64	5.39	15.28	11.35	2.77	0.00	0.00	38.43
	WOMEN	18.49	25.76	13.10	4.22	0.00	0.00	0.00	61.57
	TOTAL	22.13	31.15	28.38	15.57	2.77	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	1.33	5.63	15.96	13.89	*	0.00	0.00	36.81
	WOMEN	22.80	24.82	11.29	1.68	*	0.00	0.00	60.58
	TOTAL	24.13	30.45	27.24	15.57	2.61	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	4.61	14.72	9.79	6.99	*	0.00	0.00	7.47
	WOMEN	21.90	11.09	18.18	10.31	*	0.00	0.00	14.80
	TOTAL	18.15	11.62	12.10	7.24	9.24	0.00	0.00	11.08
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	8.48	24.27	24.24	28.41	*	0.00	0.00	22.24
	WOMEN	28.63	22.36	20.00	9.24	*	0.00	0.00	22.84
	TOTAL	25.32	22.69	22.28	23.21	21.89	0.00	0.00	23.22

GENERAL SERVICES ADMINISTRATION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	1583	2424	4085	1790	44	1948	502	12376
	WOMEN	1690	2465	896	79	0	176	54	5360
	TOTAL	3273	4889	4981	1869	44	2124	556	17736
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	111.27	101.72	110.49	48.85	*	62.80	13.60	448.77
	WOMEN	51.57	67.72	24.62	2.48	*	5.26	2.12	153.75
	TOTAL	162.84	169.44	135.10	51.32	1.94	68.12	15.71	604.44
PARTICIPANT RATIO (%)	MEN	53.12	55.41	101.92	88.88	63.77	13.63	100.80	43.81
	WOMEN	41.32	71.20	94.92	68.10	0.00	9.40	15.13	43.82
	TOTAL	46.29	62.38	100.59	87.75	62.86	12.10	65.03	43.81
MAN-HOUR RATIO (%)	MEN	2.06	1.28	1.52	1.34	*	0.24	1.50	0.87
	WOMEN	0.69	1.08	1.44	1.17	*	0.09	0.33	0.69
	TOTAL	1.27	1.19	1.50	1.33	1.52	0.21	1.01	0.82
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	1.84	1.70	1.42	1.45	0.88	0.30	1.80	1.04
% CHANGE FROM LAST YEAR	TOTAL	-31.07	-29.97	5.79	-8.51	72.71	-28.76	-43.81	-20.94
% OF AGENCY POPULATION	MEN	7.36	10.81	9.90	4.98	0.17	35.30	1.23	69.78
	WOMEN	10.10	8.55	2.33	0.29	0.00	8.05	0.88	30.22
	TOTAL	17.47	19.36	12.23	5.26	0.17	43.36	2.11	100.00
% OF AGENCY PARTICIPANTS	MEN	8.93	13.67	23.03	10.09	0.25	10.98	2.83	69.78
	WOMEN	9.53	13.90	5.05	0.45	0.00	0.99	0.30	30.22
	TOTAL	18.45	27.57	28.08	10.54	0.25	11.98	3.13	100.00
% OF AGENCY MAN-HOURS	MEN	18.41	16.83	18.28	8.08	*	10.40	2.25	74.24
	WOMEN	8.53	11.20	4.07	0.41	*	0.87	0.35	25.44
	TOTAL	26.94	28.03	22.35	8.49	0.32	11.27	2.60	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	37.34	23.25	27.57	24.25	*	4.40	27.30	15.89
	WOMEN	12.61	19.56	26.07	21.32	*	1.61	5.92	12.57
	TOTAL	23.03	21.62	27.28	24.09	27.60	3.88	18.37	14.93
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	70.29	41.96	27.05	27.29	*	32.27	27.08	36.26
	WOMEN	30.51	27.47	27.47	31.30	*	29.88	39.11	28.68
	TOTAL	49.75	34.66	27.12	27.46	43.91	32.07	28.25	34.08

INTERSTATE COMMERCE COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	9	33	292	144	7	0	0	485
	WOMEN	46	60	21	1	0	0	0	128
	TOTAL	55	93	313	145	7	0	0	613
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.41	1.31	12.24	4.81	*	0.00	0.00	18.77
	WOMEN	2.07	3.46	0.71	0.04	*	0.00	0.00	6.28
	TOTAL	2.48	4.77	12.95	4.85	0.53	0.00	0.00	25.57
PARTICIPANT RATIO (%)	MEN	13.43	38.82	59.47	50.00	7.29	0.00	0.00	46.02
	WOMEN	21.10	17.44	33.87	10.00	0.00	0.00	0.00	19.78
	TOTAL	19.30	21.68	56.60	48.66	7.00	0.00	0.00	36.04
MAN-HOUR RATIO (%)	MEN	0.34	0.84	1.37	0.92	*	0.00	0.00	0.98
	WOMEN	0.52	0.55	0.63	0.22	*	0.00	0.00	0.53
	TOTAL	0.48	0.61	1.29	0.90	0.29	0.00	0.00	0.83
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.18	0.22	0.28	0.13	0.29	0.00	0.00	0.22
% CHANGE FROM LAST YEAR	TOTAL	166.10	177.90	360.47	589.11	0.26	0.00	0.00	276.20
% OF AGENCY POPULATION	MEN	3.94	5.00	28.87	16.93	5.64	1.00	0.12	61.96
	WOMEN	12.82	20.22	3.64	0.59	0.24	0.53	0.00	38.04
	TOTAL	16.75	25.22	32.51	17.52	5.88	1.53	0.12	100.00
% OF AGENCY PARTICIPANTS	MEN	1.47	5.38	47.63	23.49	1.14	0.00	0.00	79.12
	WOMEN	7.50	9.79	3.43	0.16	0.00	0.00	0.00	20.88
	TOTAL	8.97	15.17	51.06	23.65	1.14	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	1.60	5.10	47.87	18.81	*	0.00	0.00	73.38
	WOMEN	8.09	13.53	2.77	0.16	*	0.00	0.00	24.55
	TOTAL	9.70	18.63	50.65	18.96	2.07	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	6.12	15.34	24.93	16.69	*	0.00	0.00	17.80
	WOMEN	9.49	10.06	11.44	4.00	*	0.00	0.00	9.70
	TOTAL	8.70	11.10	23.41	16.27	5.28	0.00	0.00	15.03
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	45.56	39.52	41.91	33.39	*	0.00	0.00	38.68
	WOMEN	44.98	57.65	33.76	40.00	*	0.00	0.00	49.04
	TOTAL	45.07	51.22	41.37	33.43	75.43	0.00	0.00	41.71

NASA		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	281	1149	5573	7237	440	965	0	15645
	WOMEN	883	1601	751	127	6	1	0	3369
	TOTAL	1164	2750	6324	7364	446	966	0	19014
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	8.92	32.85	183.23	237.65	*	21.05	0.00	483.68
	WOMEN	31.09	36.07	20.04	4.29	*	0.01	0.00	91.48
	TOTAL	40.01	68.91	203.26	241.93	15.84	21.06	0.00	591.00
PARTICIPANT RATIO (%)	MEN	56.77	80.29	67.86	68.78	66.27	50.58	0.00	66.32
	WOMEN	67.00	60.12	111.76	108.55	200.00	4.17	0.00	68.52
	TOTAL	64.20	67.17	71.18	69.22	66.87	50.00	0.00	66.70
MAN-HOUR RATIO (%)	MEN	0.99	1.26	1.23	1.24	*	0.61	0.00	1.13
	WOMEN	1.30	0.75	1.64	2.01	*	0.02	0.00	1.02
	TOTAL	1.22	0.93	1.26	1.25	1.31	0.60	0.00	1.14
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.87	0.69	1.42	1.33	1.18	0.63	0.32	1.15
% CHANGE FROM LAST YEAR	TOTAL	39.67	34.33	-11.29	-5.85	10.79	-4.74	-100.00	-0.73
% OF AGENCY POPULATION	MEN	1.74	5.02	28.81	36.91	2.33	6.69	1.18	82.75
	WOMEN	4.62	9.34	2.36	0.41	0.01	0.08	0.43	17.25
	TOTAL	6.36	14.36	31.17	37.32	2.34	6.78	1.61	100.00
% OF AGENCY PARTICIPANTS	MEN	1.48	6.04	29.31	38.06	2.31	5.08	0.00	82.28
	WOMEN	4.64	8.42	3.95	0.67	0.03	0.01	0.00	17.72
	TOTAL	6.12	14.46	33.26	38.73	2.35	5.08	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	1.51	5.56	31.00	40.21	*	3.56	0.00	81.84
	WOMEN	5.26	6.10	3.39	0.72	*	0.00	0.00	15.48
	TOTAL	6.77	11.66	34.39	40.93	2.68	3.56	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	18.02	22.95	22.31	22.59	*	11.03	0.00	20.50
	WOMEN	23.59	13.54	29.82	36.59	*	0.33	0.00	18.60
	TOTAL	22.07	16.83	22.88	22.74	23.74	10.90	0.00	20.73
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	31.74	28.59	32.88	32.84	*	21.81	0.00	30.92
	WOMEN	35.21	22.53	26.68	33.71	*	8.00	0.00	27.15
	TOTAL	34.37	25.06	32.14	32.85	35.50	21.80	0.00	31.08

NATIONAL LABOR RELATIONS BOARD		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	3	23	20	39	13	1	0	99
	WOMEN	64	105	32	3	1	0	0	205
	TOTAL	67	128	52	42	14	1	0	304
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.09	0.83	0.45	0.87	*	0.02	0.00	2.25
	WOMEN	2.36	3.21	0.68	0.03	*	0.00	0.00	6.26
	TOTAL	2.45	4.04	1.12	0.90	0.44	0.02	0.00	8.94
PARTICIPANT RATIO (%)	MEN	8.33	27.38	4.98	5.82	9.70	5.26	0.00	7.23
	WOMEN	20.45	20.63	25.81	6.25	20.00	0.00	0.00	20.02
	TOTAL	19.20	21.59	9.89	5.85	10.07	4.35	0.00	12.70
MAN-HOUR RATIO (%)	MEN	0.14	0.54	0.06	0.07	*	0.06	0.00	0.09
	WOMEN	0.41	0.35	0.30	0.03	*	0.00	0.00	0.34
	TOTAL	0.39	0.37	0.12	0.07	0.17	0.05	0.00	0.21
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.32	0.21	0.46	0.13	0.14	0.00	0.00	0.23
% CHANGE FROM LAST YEAR	TOTAL	20.51	78.29	-74.56	-47.26	22.24	0.00	0.00	-10.56
% OF AGENCY POPULATION	MEN	1.50	3.51	16.80	28.00	5.60	0.79	0.29	57.21
	WOMEN	13.08	21.27	5.18	2.01	0.21	0.17	0.38	42.79
	TOTAL	14.58	24.78	21.98	30.00	5.81	0.96	0.67	100.00
% OF AGENCY PARTICIPANTS	MEN	0.99	7.57	6.58	12.83	4.28	0.33	0.00	32.57
	WOMEN	21.05	34.54	10.53	0.99	0.33	0.00	0.00	67.43
	TOTAL	22.04	42.11	17.11	13.82	4.61	0.33	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	1.01	9.28	4.97	9.66	*	0.22	0.00	25.15
	WOMEN	26.33	35.82	7.54	0.34	*	0.00	0.00	70.02
	TOTAL	27.34	45.10	12.51	10.00	4.83	0.22	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	2.50	9.88	1.10	1.29	*	1.05	0.00	1.64
	WOMEN	7.52	6.29	5.44	0.62	*	0.00	0.00	6.11
	TOTAL	7.00	6.80	2.13	1.25	3.11	0.87	0.00	3.74
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	30.00	36.09	22.20	22.15	*	20.00	0.00	22.71
	WOMEN	36.78	30.50	21.06	10.00	*	0.00	0.00	30.54
	TOTAL	36.48	31.50	21.50	21.29	30.86	20.00	0.00	29.41

OFFICE OF MANAGEMENT AND BUDGET		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	1	12	24	50	19	6	0	112
	WOMEN	3	77	30	7	1	0	0	118
	TOTAL	4	89	54	57	20	6	0	230
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.06	0.30	0.94	4.37	*	0.20	0.00	5.86
	WOMEN	0.20	2.53	1.07	0.27	*	0.00	0.00	4.06
	TOTAL	0.26	2.83	2.01	4.64	0.69	0.20	0.00	10.61
PARTICIPANT RATIO (%)	MEN	8.33	44.44	45.28	22.03	27.54	30.00	0.00	23.98
	WOMEN	33.33	50.33	43.48	38.89	33.33	0.00	0.00	44.53
	TOTAL	19.05	49.44	44.26	23.27	27.78	28.57	0.00	31.42
MAN-HOUR RATIO (%)	MEN	0.28	0.61	0.97	1.06	*	0.53	0.00	0.69
	WOMEN	1.22	0.91	0.85	0.81	*	0.00	0.00	0.84
	TOTAL	0.68	0.86	0.90	1.04	0.53	0.50	0.00	0.80
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.37	0.57	0.56	1.36	0.77	0.00	0.00	0.82
% CHANGE FROM LAST YEAR	TOTAL	84.26	51.73	61.36	-23.45	-31.47	0.00	0.00	-2.73
% OF AGENCY POPULATION	MEN	1.64	3.69	7.24	31.01	9.43	2.73	7.92	63.80
	WOMEN	1.23	20.90	9.43	2.46	0.41	0.14	1.50	36.20
	TOTAL	2.87	24.59	16.67	33.47	9.84	2.87	9.43	100.00
% OF AGENCY PARTICIPANTS	MEN	0.43	5.22	10.43	21.74	8.26	2.61	0.00	48.70
	WOMEN	1.30	33.48	13.04	3.04	0.43	0.00	0.00	51.30
	TOTAL	1.74	38.70	23.48	24.78	8.70	2.61	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	0.57	2.81	8.85	41.20	*	1.81	0.00	55.23
	WOMEN	1.89	23.85	10.03	2.49	*	0.00	0.00	38.26
	TOTAL	2.45	26.66	18.88	43.69	6.51	1.81	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	5.00	11.04	17.70	19.24	*	9.60	0.00	12.54
	WOMEN	22.22	16.53	15.42	14.67	*	0.00	0.00	15.31
	TOTAL	12.38	15.71	16.41	18.91	9.58	9.14	0.00	14.48
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	60.00	24.83	39.08	87.36	*	32.00	0.00	52.29
	WOMEN	66.67	32.84	35.47	37.71	*	0.00	0.00	34.38
	TOTAL	65.00	31.76	37.07	81.26	34.50	32.00	0.00	46.10

RAILROAD RETIREMENT BOARD		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	MEN	7	58	133	22	5	0	0	225
	WOMEN	43	63	48	2	0	0	0	156
	TOTAL	50	121	181	24	5	0	0	381
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.24	18.39	4.37	1.23	*	0.00	0.00	24.21
	WOMEN	0.89	23.18	1.73	0.06	*	0.00	0.00	25.86
	TOTAL	1.13	41.57	6.10	1.28	0.17	0.00	0.00	50.23
PARTICIPANT RATIO (%)	MEN	9.09	39.46	33.50	24.44	55.56	0.00	0.00	29.92
	WOMEN	11.35	15.11	33.33	50.00	0.00	0.00	0.00	16.47
	TOTAL	10.96	21.45	33.46	25.53	55.56	0.00	0.00	22.42
MAN-HOUR RATIO (%)	MEN	0.17	6.89	0.61	0.75	*	0.00	0.00	1.77
	WOMEN	0.13	3.06	0.66	0.77	*	0.00	0.00	1.50
	TOTAL	0.14	4.06	0.62	0.75	1.02	0.00	0.00	1.63
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.29	1.79	1.48	0.44	0.00	0.00	0.00	1.11
% CHANGE FROM LAST YEAR	TOTAL	-53.28	126.73	-58.10	70.42	0.00	0.00	0.00	46.66
% OF AGENCY POPULATION	MEN	4.53	8.65	23.37	5.30	0.53	1.53	0.41	44.26
	WOMEN	22.31	24.54	8.48	0.24	0.00	0.18	0.00	55.74
	TOTAL	26.84	33.20	31.84	5.53	0.53	1.71	0.41	100.00
% OF AGENCY PARTICIPANTS	MEN	1.84	15.22	34.91	5.77	1.31	0.00	0.00	59.06
	WOMEN	11.29	16.54	12.60	0.52	0.00	0.00	0.00	40.94
	TOTAL	13.12	31.76	47.51	6.30	1.31	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	0.46	36.61	8.68	2.44	*	0.00	0.00	48.19
	WOMEN	1.77	46.15	3.44	0.11	*	0.00	0.00	51.48
	TOTAL	2.23	82.76	12.13	2.55	0.33	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	3.01	125.09	10.99	13.60	*	0.00	0.00	32.19
	WOMEN	2.35	55.59	12.01	14.00	*	0.00	0.00	27.30
	TOTAL	2.46	73.70	11.26	13.62	18.44	0.00	0.00	29.56
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	33.14	317.03	32.80	55.64	*	0.00	0.00	107.58
	WOMEN	20.70	367.92	36.04	28.00	*	0.00	0.00	165.74
	TOTAL	22.44	343.53	33.66	53.33	33.20	0.00	0.00	131.83

SECURITIES AND EXCHANGE COMMISSION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	6	58	236	214	4	1	0	519
	WOMEN	25	25	30	11	0	0	0	91
	TOTAL	31	83	266	225	4	1	0	610
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.18	1.60	4.62	4.19	*	0.03	0.00	10.61
	WOMEN	0.69	0.44	0.45	0.24	*	0.00	0.00	1.80
	TOTAL	0.87	2.03	5.06	4.43	0.10	0.03	0.00	12.50
PARTICIPANT RATIO (%)	MEN	10.91	61.05	69.01	45.73	12.12	5.88	0.00	51.03
	WOMEN	17.24	8.42	46.15	45.83	0.00	0.00	0.00	16.91
	TOTAL	15.50	21.17	65.36	45.73	12.12	5.56	0.00	39.23
MAN-HOUR RATIO (%)	MEN	0.18	0.93	0.74	0.49	*	0.08	0.00	0.57
	WOMEN	0.26	0.08	0.37	0.55	*	0.00	0.00	0.18
	TOTAL	0.24	0.29	0.68	0.49	0.16	0.07	0.00	0.44
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.07	0.42	0.61	0.41	0.72	0.00	0.00	0.42
% CHANGE FROM LAST YEAR	TOTAL	239.84	-32.14	12.21	20.71	-77.75	0.00	0.00	5.34
% OF AGENCY POPULATION	MEN	3.54	6.11	21.99	30.10	2.12	1.09	0.26	65.40
	WOMEN	9.32	19.10	4.18	1.54	0.00	0.06	0.32	34.60
	TOTAL	12.86	25.21	26.17	31.64	2.12	1.16	0.58	100.00
% OF AGENCY PARTICIPANTS	MEN	0.98	9.51	38.69	35.08	0.66	0.16	0.00	85.08
	WOMEN	4.10	4.10	4.92	1.80	0.00	0.00	0.00	14.92
	TOTAL	5.08	13.61	43.61	36.89	0.66	0.16	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	1.44	12.79	36.96	33.48	*	0.19	0.00	84.86
	WOMEN	5.47	3.45	3.53	1.91	*	0.00	0.00	14.37
	TOTAL	6.92	16.24	40.49	35.39	0.77	0.19	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	3.27	16.82	13.50	8.94	*	1.41	0.00	10.43
	WOMEN	4.72	1.45	6.78	9.96	*	0.00	0.00	3.34
	TOTAL	4.32	5.18	12.43	8.99	2.91	1.33	0.00	8.03
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	30.00	27.55	19.57	19.55	*	24.00	0.00	20.43
	WOMEN	27.36	17.24	14.70	21.73	*	0.00	0.00	19.73
	TOTAL	27.87	24.45	19.02	18.65	24.00	24.00	0.00	20.48

SMALL BUSINESS ADMINISTRATION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	11	73	291	256	3	0	0	634
	WOMEN	144	342	81	23	0	0	0	590
	TOTAL	155	415	372	279	3	0	0	1224
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	0.18	2.01	8.97	11.16	*	0.00	0.00	22.31
	WOMEN	3.76	8.79	2.51	0.94	*	0.00	0.00	15.98
	TOTAL	3.94	10.80	11.47	12.09	0.09	0.00	0.00	38.38
PARTICIPANT RATIO (%)	MEN	5.05	22.60	21.93	32.08	10.00	0.00	0.00	23.25
	WOMEN	10.41	37.46	40.91	56.10	0.00	0.00	0.00	23.12
	TOTAL	9.68	33.60	24.39	33.25	10.00	0.00	0.00	23.19
MAN-HOUR RATIO (%)	MEN	0.05	0.34	0.37	0.77	*	0.00	0.00	0.45
	WOMEN	0.15	0.53	0.70	1.26	*	0.00	0.00	0.34
	TOTAL	0.14	0.48	0.41	0.79	0.16	0.00	0.00	0.40
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.23	0.43	0.37	0.60	1.59	0.00	0.00	0.40
% CHANGE FROM LAST YEAR	TOTAL	-41.18	11.94	11.90	32.25	-89.73	0.00	0.00	0.07
% OF AGENCY POPULATION	MEN	4.13	6.12	25.14	15.12	0.57	0.38	0.06	51.66
	WOMEN	26.20	17.29	3.75	0.78	0.00	0.00	0.25	48.34
	TOTAL	30.33	23.39	28.89	15.89	0.57	0.38	0.30	100.00
% OF AGENCY PARTICIPANTS	MEN	0.90	5.96	23.77	20.92	0.25	0.00	0.00	51.80
	WOMEN	11.76	27.94	6.62	1.88	0.00	0.00	0.00	48.20
	TOTAL	12.66	33.91	30.39	22.79	0.25	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	MEN	0.47	5.23	23.36	29.07	*	0.00	0.00	58.12
	WOMEN	9.78	22.90	6.52	2.44	*	0.00	0.00	41.64
	TOTAL	10.25	28.13	29.88	31.51	0.23	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	0.82	6.21	6.76	13.98	*	0.00	0.00	8.18
	WOMEN	2.71	9.63	12.63	22.83	*	0.00	0.00	6.26
	TOTAL	2.46	8.74	7.52	14.41	2.97	0.00	0.00	7.27
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	16.27	27.48	30.81	43.57	*	0.00	0.00	35.18
	WOMEN	26.07	25.70	30.88	40.70	*	0.00	0.00	27.08
	TOTAL	25.37	26.01	30.82	43.33	29.67	0.00	0.00	31.35

SMITHSONIAN INSTITUTION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	764	214	104	69	3	190	1	1345
	WOMEN	34	58	42	7	0	12	2	155
	TOTAL	798	272	146	76	3	202	3	1500
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	14.71	3.38	2.64	2.13	*	4.99	0.04	27.87
	WOMEN	0.99	1.91	1.27	0.24	*	1.96	0.06	6.41
	TOTAL	15.69	5.29	3.91	2.36	0.05	6.95	0.10	34.33
PARTICIPANT RATIO (%)	MEN	230.82	93.86	26.00	25.46	7.50	33.81	1.35	69.91
	WOMEN	26.98	16.71	23.08	21.21	0.00	13.04	11.11	19.28
	TOTAL	174.62	47.30	25.09	25.00	7.50	30.89	3.26	54.99
MAN-HOUR RATIO (%)	MEN	2.45	0.82	0.36	0.43	*	0.49	0.03	0.80
	WOMEN	0.43	0.30	0.38	0.39	*	1.17	0.18	0.44
	TOTAL	1.89	0.51	0.37	0.43	0.06	0.58	0.06	0.69
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.43	0.30	0.27	0.30	0.03	0.28	0.00	0.30
% CHANGE FROM LAST YEAR	TOTAL	339.64	68.65	36.88	42.31	101.91	108.90	0.00	130.95
% OF AGENCY POPULATION	MEN	12.13	8.36	14.66	9.93	1.47	20.60	2.71	70.53
	WOMEN	4.62	12.72	6.67	1.21	0.00	3.37	0.66	29.47
	TOTAL	16.75	21.08	21.33	11.14	1.47	23.97	3.37	100.00
% OF AGENCY PARTICIPANTS	MEN	50.93	14.27	6.93	4.60	0.20	12.67	0.07	89.67
	WOMEN	2.27	3.87	2.80	0.47	0.00	0.80	0.13	10.33
	TOTAL	53.20	18.13	9.73	5.07	0.20	13.47	0.20	100.00
% OF AGENCY MAN-HOURS	MEN	42.84	9.84	7.68	6.19	*	14.53	0.12	81.20
	WOMEN	2.87	5.55	3.70	0.68	*	5.71	0.17	18.67
	TOTAL	45.71	15.39	11.38	6.87	0.13	20.24	0.29	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	44.42	14.82	6.59	7.84	*	8.87	0.54	14.49
	WOMEN	7.83	5.49	6.98	7.03	*	21.30	3.22	7.97
	TOTAL	34.33	9.19	6.71	7.75	1.10	10.62	1.07	12.58
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	19.24	15.79	25.35	30.80	*	26.25	40.00	20.72
	WOMEN	29.00	32.83	30.24	33.14	*	163.33	29.00	41.35
	TOTAL	19.66	19.42	26.75	31.01	14.67	34.39	32.67	22.88

VETERANS ADMINISTRATION		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN	4453	5179	8081	2439	278	4797	4613	29840
	WOMEN	6692	5359	3314	322	11	2116	12995	30809
	TOTAL	11145	10538	11395	2761	289	6913	17608	60649
PARTICIPANT MAN-HOURS (IN 000'S)	MEN	258.69	163.59	272.22	75.11	*	78.17	170.82	1018.58
	WOMEN	320.33	138.01	79.26	12.60	*	23.76	357.17	931.11
	TOTAL	579.01	301.60	351.48	87.70	11.51	101.93	527.99	1961.20
PARTICIPANT RATIO (%)	MEN	22.21	27.71	58.31	60.81	95.86	23.54	22.64	28.64
	WOMEN	22.73	25.87	65.17	85.19	183.33	19.33	50.81	33.37
	TOTAL	22.52	26.74	60.15	62.91	97.64	18.24	38.32	30.86
MAN-HOUR RATIO (%)	MEN	0.71	0.48	1.08	1.03	*	0.21	0.46	0.54
	WOMEN	0.60	0.37	0.86	1.83	*	0.12	0.77	0.56
	TOTAL	0.64	0.42	1.02	1.10	2.14	0.15	0.63	0.55
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	0.83	0.37	1.03	1.20	1.86	0.20	0.91	0.65
% CHANGE FROM LAST YEAR	TOTAL	-22.38	13.90	-0.81	-8.31	15.08	-25.94	-30.47	-15.46
% OF AGENCY POPULATION	MEN	10.20	9.51	7.05	2.04	0.15	10.37	10.37	53.02
	WOMEN	14.98	10.54	2.59	0.19	0.00	5.57	13.01	46.98
	TOTAL	25.18	20.05	9.64	2.23	0.15	19.28	23.38	100.00
% OF AGENCY PARTICIPANTS	MEN	7.34	8.54	13.32	4.02	0.46	7.91	7.61	49.20
	WOMEN	11.03	8.84	5.46	0.53	0.02	3.49	21.43	50.80
	TOTAL	18.38	17.38	18.79	4.55	0.48	11.40	29.03	100.00
% OF AGENCY MAN-HOURS	MEN	13.19	8.34	13.88	3.83	*	3.99	8.71	51.94
	WOMEN	16.33	7.04	4.04	0.64	*	1.21	18.21	47.48
	TOTAL	29.52	15.38	17.92	4.47	0.59	5.20	26.92	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN	12.90	8.75	19.64	18.72	*	3.84	8.38	9.78
	WOMEN	10.88	6.66	15.59	33.31	*	2.17	13.96	10.08
	TOTAL	11.70	7.65	18.55	19.98	38.87	2.69	11.49	9.98
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN	58.09	31.59	33.69	30.79	*	16.29	37.03	34.13
	WOMEN	47.87	25.75	23.92	39.11	*	11.23	27.48	30.22
	TOTAL	51.95	28.62	30.85	31.76	39.81	14.74	29.99	32.34

APPENDIX C

STATISTICAL TABLES

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TRAINING PARTICIPATION AND MAN-HOUR SUMMARY

PARTICIPATION BY PAY SYSTEM	INTERAGENCY		INTERNAL		NON-GOVERNMENT LONG-TERM		NON-GOVERNMENT SHORT-TERM		ALL SOURCES	
	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS
GS 1-4	88881	3524030	13001	444230	20	31502	16596	739957	118500	4739819
GS 5-8	156178	6332938	26293	865235	132	187482	37182	1447452	219785	10833107
GS 9-12	209458	9910544	34139	1158602	802	1102554	67688	2667723	312087	14841423
GS 13-15	57290	2741618	15886	617012	406	567261	32529	1173793	106111	5099684
GS 16-18	889	25386	883	70014	6	9140	1074	39508	2852	144048
TOTAL GS	512696	24534516	90202	3155093	1348	1898037	155071	6070433	759317	35658081
WS-SPV	28761	1335819	2600	80385	3	4160	3861	113483	35225	1533847
WS-N/SPV	66581	3301916	2259	83506	3	5722	9855	471866	78698	3866010
TOTAL WS	95342	4637735	4859	163891	6	12882	13716	585349	113923	5399857
OTHER	69802	3111979	2699	213719	50	66064	12826	421808	85377	3813570
TOTAL PAY SYSTEM	677840	32284230	97760	3532703	1404	1976985	181613	7077590	958617	44871508
MED/SCI/ENG	84055	5973556	6889	415853	986	1323817	58163	2417026	150093	10235861
TECHNICAL	315485	17131545	24086	848622	78	117700	51222	2168820	390871	20394524
ADM/MGMT	135742	4910938	38243	1355087	324	516524	36838	1371398	211147	8186618
OTHER	142558	4268191	28542	912541	16	18944	35390	1120346	206506	6446980
TOTAL	677840	32284230	97760	3532703	1404	1976985	181613	7077590	958617	44871508

TRAINING PARTICIPATION SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG-TERM			NON-GOVERNMENT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	25231	63650	88881	1335	11665	13001	6	14	20	3946	12652	16598	31018	87982	118000
GS 5-8	78891	77287	156178	8494	17799	26293	71	61	132	16485	20197	37182	104441	115344	219785
GS 9-12	178606	30852	209458	26312	7827	34139	695	107	802	55778	11910	67688	261391	50616	312007
GS 13-15	55310	1980	57290	14589	1197	15786	380	26	406	30954	1970	32924	100938	5173	106111
GS 16-18	867	22	889	850	33	883	6	0	6	1050	24	1074	2773	79	2852
TOTAL GS	338905	173791	512696	52180	38022	90202	1158	190	1348	108318	46753	155071	500561	258756	759317
WS-SPV	27825	936	28761	2499	101	2600	2	1	3	3709	156	3865	34031	1194	35225
WS-N/SPV	61483	5098	66581	2044	215	2259	3	0	3	9272	583	9855	72802	5896	78698
TOTAL WS	89308	6034	95342	4543	316	4859	5	1	6	12977	739	13716	106833	7090	113923
OTHER	47952	21650	69602	1694	805	2499	41	3	50	7376	5450	12826	57269	28108	85377
TOTAL PAY SYSTEM	476165	201675	677840	58617	39143	97760	1210	194	1404	128671	52942	181613	664663	293954	958617
MED/SCI/ENG	59636	24419	84055	4955	1934	6889	866	120	986	44255	13908	58163	109712	40381	150093
TECHNICAL	223233	92252	315485	14927	9159	24086	60	18	78	40364	10858	51222	278584	112287	390871
ADM/MGMT	102057	33685	135742	26639	11604	38243	275	49	324	26148	10690	36838	155119	56028	211147
OTHER	91239	51319	142558	12096	16446	28542	9	7	16	17204	17486	35390	121248	85258	206505
TOTAL	476165	201675	677840	58617	39143	97760	1210	194	1404	128671	52942	181613	664663	293954	958617

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGMT AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	17036	1641	18677	12519	3295	15814	12862	2250	15112	6059	3961	10020	48476	11147	59623
COMMERCE	2467	658	3125	3639	1790	5429	3223	1026	4249	695	1760	2455	10024	5234	15258
ARMY	14193	2693	16886	63263	16700	79963	28020	8098	36078	28230	14661	44891	133706	44112	177818
NAVY	9859	933	10792	51242	5831	57073	20867	4447	25314	10467	5893	16360	92435	17104	109539
AIR FORCE	4535	1008	5543	40352	8258	48610	16299	4442	20741	8213	6266	14479	69399	19974	89373
OTHER DOD	2804	783	3587	22745	5982	28727	7346	2371	9717	4028	2994	7022	36923	12130	49053
HEW	3858	5270	9128	10538	12181	22719	8847	8938	17785	6722	11871	18593	29965	38260	68225
HUD	638	287	925	1466	809	2275	1124	500	1624	684	1439	2123	3912	3035	6947
INTERIOR	5122	1149	6271	4211	1182	5393	8317	2141	10458	8749	4119	12868	26399	8591	34990
JUSTICE	6888	491	7379	3063	3122	6185	3256	523	3779	7157	3670	10827	20364	7806	28170
LABOR	286	198	484	1726	1239	2965	1933	788	2721	622	1544	2166	4567	3769	8336
STATE/AID	255	360	615	323	156	479	1130	554	1684	1101	1595	2696	2809	2665	5474
TRANS	1765	77	1842	22644	817	23461	7608	788	8396	4165	1673	5838	36182	3395	39537
TREASURY	15195	4662	19857	18005	39976	57981	6692	3626	10318	4156	5074	9230	44048	53338	97386
AEC	688	44	732	1159	119	1278	893	171	1064	594	605	1199	3334	939	4273
CAB	22	6	28	45	23	68	52	11	63	32	71	103	151	111	262
CSC	49	37	86	723	477	1200	788	515	1303	195	841	1036	1755	1870	3625
CUST OF LIVING	39	23	62	16	15	31	15	24	39	13	42	55	83	104	187
D. C. GOVT	4508	1940	6448	1057	628	1685	2539	916	3455	13664	3101	16765	21768	6585	28353
EPA	314	62	376	312	82	394	653	83	736	1434	1223	2657	2713	1450	4163
EEOC	52	41	93	18	90	108	285	620	905	0	0	0	355	751	1106
FCC	62	6	68	75	31	106	120	43	163	140	159	299	397	239	636
FHLBB	53	12	65	122	58	180	124	52	176	7	38	45	306	160	466

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGMT AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	101	3	104	70	20	90	94	14	108	57	40	97	322	77	399
FTC	78	26	104	43	103	146	82	123	205	61	171	232	264	423	687
GAO	355	4	359	96	7	103	1490	217	1707	2994	629	3623	4935	857	5792
GPO	17	12	29	258	66	324	302	41	343	89	5	94	666	124	790
GSA	836	395	1231	4791	1682	6473	3488	1528	5016	3261	1755	5016	12376	5360	17736
ICC	97	11	108	174	16	190	78	17	95	136	84	220	485	128	613
LIB CONG	757	761	1518	238	136	374	170	103	273	387	581	968	1552	1581	3133
NASA	4825	434	5259	2825	306	3131	5573	877	6450	2422	1752	4174	15645	3369	19014
NCHA	5	1	6	22	15	37	11	21	32	15	13	28	53	50	103
NAT CREDIT UNION	1	0	1	136	9	145	376	22	398	4	22	26	517	53	570
NLRB	11	2	13	35	133	168	26	13	39	27	57	84	99	205	304
NSF	27	41	68	12	18	30	153	107	260	14	89	103	206	255	461
OMB	31	43	74	31	20	51	48	26	74	2	29	31	112	118	230
PANAMA CANAL	716	315	1031	1112	464	1576	636	157	793	1364	144	1508	3828	1080	4908
RR RET BOARD	42	31	73	107	45	152	63	27	90	13	53	66	225	156	381
SEC	435	29	464	27	28	55	24	10	34	33	24	57	519	91	610
SEL SVC	0	0	0	120	499	619	682	4343	5025	63	644	707	865	5486	6351
SBA	33	7	40	230	146	376	286	129	415	85	308	393	634	590	1224
SMITH INST	39	17	56	920	31	951	297	39	336	89	68	157	1345	155	1500
SOLDIERS HOME	41	240	281	18	12	30	45	6	51	0	0	0	104	258	362
VA	10577	15628	26205	8056	5670	13726	8202	5321	13523	3005	4190	7195	29840	30809	60649
TOTAL	109712	40381	150093	278584	112287	390871	155119	56028	211147	121248	85258	206506	664663	293954	958617

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	34570	5287	39857	4946	2969	7915	56	10	66	8904	2881	11785	48476	11147	59623
COMMERCE	4025	2004	6029	1671	1206	3077	83	7	90	4045	2017	6062	10024	5234	15258
ARMY	101245	32364	133609	8356	5059	13415	366	22	388	23739	6667	30406	133706	44112	177818
NAVY	63270	9557	72827	5794	3895	9689	125	6	131	23246	3646	26892	92435	17104	109539
AIR FORCE	56286	14603	70889	2866	2160	5026	127	6	133	10120	3205	13325	69399	19974	89373
OTHER DOD	29716	9341	39057	2413	1065	3478	132	20	152	4662	1704	6366	36923	12130	49053
HEW	16266	20496	36762	5376	6467	11843	61	61	122	8262	11236	19498	29965	38260	68225
HUD	1947	1409	3356	816	816	1632	5	1	6	1144	809	1953	3912	3035	6947
INTERIOR	15078	3306	18384	5550	2652	8202	34	4	38	5737	2629	8366	26399	8591	34990
JUSTICE	16727	6969	23696	1613	427	2040	2	0	2	2022	410	2432	20364	7806	28170
LABOR	2275	1470	3745	1052	1002	2054	7	4	11	1233	1293	2526	4567	3769	8336
STATE/AID	1329	1635	2960	885	365	1250	38	20	58	561	645	1206	2809	2665	5474
TRANS	30726	1677	32403	2892	1213	4105	18	1	19	2546	464	3010	36182	3355	39537
TREASURY	40251	51712	91963	1723	992	2715	4	0	4	2070	634	2704	44048	53338	97386
AEC	1420	433	1853	552	256	808	10	1	11	1352	249	1601	3334	939	4273
CAB	22	34	56	52	41	93	0	0	0	77	36	113	151	111	262
CSC	393	366	759	1101	1339	2440	0	0	0	261	165	426	1755	1870	3625
COST OF LIVING	35	30	65	23	59	82	0	0	0	25	15	40	83	104	187
D. C. GOVT	18492	4342	22834	557	544	1101	9	10	19	2710	1689	4399	21768	6585	28353
EPA	854	262	1116	834	437	1271	12	0	12	1013	751	1764	2713	1450	4163
EEOC	18	224	242	296	426	722	0	0	0	41	101	142	355	751	1106
FCC	53	48	101	164	108	272	0	0	0	180	83	263	397	239	636
FMLSB	47	20	67	46	66	112	0	0	0	213	74	287	306	160	466

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	46	3	49	56	54	110	0	0	0	220	20	240	322	77	399
FTC	96	189	285	[illegible]	123	177	0	0	0	114	111	225	264	423	687
GAO	3244	578	3822	445	113	558	4	0	4	1242	166	1408	4935	857	5792
GPO	434	60	494	109	40	149	0	0	0	123	24	147	666	124	790
GSA	6906	2391	9297	2938	1818	4756	3	0	3	2529	1151	3680	12376	5360	17736
ICC	120	55	175	145	18	163	0	0	0	220	55	275	485	128	613
LIB CONG	1357	1313	2670	37	76	113	0	0	0	158	192	350	1552	1581	3133
NASA	3604	567	4171	1093	380	1473	42	1	43	10906	2421	13327	15645	3369	19014
NCHA	1	6	7	25	19	44	0	0	0	27	25	52	53	50	103
NAT CREDIT UNION	451	19	470	53	32	85	0	0	0	13	2	15	517	53	570
NLRB	6	35	41	75	105	180	0	0	0	18	65	83	99	205	304
NSF	17	17	34	59	107	166	0	1	1	130	130	260	206	255	461
OMB	2	12	14	61	62	123	2	0	2	47	44	91	112	118	230
PANAMA CANAL	3100	961	4061	170	14	184	2	0	2	556	105	661	3828	1080	4908
RR RET BOARD	148	116	264	56	36	92	0	0	0	21	4	25	225	156	381
SEC	292	63	355	60	9	69	0	0	0	167	19	186	519	91	610
SEL SVC	711	5124	5835	140	343	483	0	1	1	14	18	32	865	5486	6351
SBA	198	217	415	215	254	469	0	0	0	221	119	340	634	590	1224
SMITH INST	1116	60	1176	48	29	77	0	0	0	181	66	247	1345	155	1500
SOLDIERS HOME	55	165	220	16	2	18	0	0	0	33	91	124	104	258	362
VA	19220	22135	41355	2984	1945	4929	68	18	86	7568	6711	14279	29840	30809	60649
TOTAL	476165	201675	677840	58617	39143	97760	1210	194	1404	128671	52942	181613	664663	293954	958617

PARTICIFATION BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	47080	11083	58163	1384	58	1442	12	6	18	48476	11147	59623
COMMERCE	9224	5198	14422	339	33	372	461	3	464	10024	5234	15258
ARMY	86669	35865	122534	23924	1292	25216	23113	6955	30068	133706	44112	177818
NAVY	48374	15890	64264	40883	746	41629	3178	468	3646	92435	17104	109539
AIR FORCE	45205	16154	61359	18324	1143	19467	5870	2677	8547	69399	19974	89373
OTHER DOD	34541	11987	46528	2294	83	2377	88	60	148	36923	12130	49053
HEW	28404	37551	65955	1151	611	1762	410	98	508	29965	38260	68225
HUD	3910	3035	6945	2	0	2	0	0	0	3912	3035	6947
INTERIOR	22937	8197	31134	3160	386	3546	302	8	310	26399	8591	34990
JUSTICE	19095	7769	26864	1181	15	1196	88	22	110	20364	7806	28170
LABOR	4566	3735	8301	0	0	0	1	34	35	4567	3769	8336
STATE/AID	1321	2489	3810	16	5	21	1472	171	1643	2809	2665	5474
TRANS	34698	3229	37927	1379	24	1403	105	102	207	36182	3355	39537
TREASURY	42421	53052	95473	1627	286	1913	0	0	0	44048	53338	97386
AEC	3329	939	4268	5	0	5	0	0	0	3334	939	4273
CAB	148	110	258	0	0	0	3	1	4	151	111	262
CSC	1752	1870	3622	3	0	3	0	0	0	1755	1870	3625
COST OF LIVING	83	104	187	0	0	0	0	0	0	83	104	187
D. C. GOVT	5011	4970	9981	1512	46	1558	15245	1569	16814	21768	6585	28353
EPA	2579	1447	4026	29	0	29	105	3	108	2713	1450	4163
EEOC	352	751	1103	3	0	3	0	0	0	355	751	1106
FCC	390	239	629	7	0	7	0	0	0	397	239	636
FHLBB	303	159	462	3	1	4	0	0	0	306	160	466

PARTICIPATION BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	321	77	398	1	0	1	0	0	0	322	77	399
FTC	264	423	687	0	0	0	0	0	0	264	423	687
GAO	4935	857	5792	0	0	0	0	0	0	4935	857	5792
GPO	279	97	376	308	22	330	79	5	84	666	124	790
GSA	9926	5130	15056	1948	176	2124	502	54	556	12376	5360	17736
ICC	485	128	613	0	0	0	0	0	0	485	128	613
LIB CONG	1532	1562	3094	20	16	36	0	3	3	1552	1581	3133
NASA	14680	3368	18048	965	1	966	0	0	0	15645	3369	19014
NCHA	39	50	89	14	0	14	0	0	0	53	50	103
NAT CREDIT UNION	517	53	570	0	0	0	0	0	0	517	53	570
NLRB	98	205	303	1	0	1	0	0	0	99	205	304
NSF	200	253	453	6	2	8	0	0	0	206	255	461
OMB	106	118	224	6	0	6	0	0	0	112	118	230
PANAMA CANAL	992	599	1591	1310	4	1314	1526	477	2003	3828	1080	4908
RR RET BOARD	225	156	381	0	0	0	0	0	0	225	156	381
SEC	518	91	609	1	0	1	0	0	0	519	91	610
SEL SVC	781	3104	3885	0	0	0	84	2382	2466	865	5486	6351
SBA	634	590	1224	0	0	0	0	0	0	634	590	1224
SMITH INST	1154	141	1295	190	12	202	1	2	3	1345	155	1500
SOLDIERS HOME	53	233	286	40	12	52	11	13	24	104	258	362
VA	20430	15698	36128	4797	2116	6913	4613	12995	17608	29840	30809	60649
TOTAL	500561	258756	759317	106833	7090	113923	57269	28108	85377	664663	293954	958617

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	2730	4342	7072	12930	5273	18203	26199	1272	27471	5078	195	5273	143	1	144
COMMERCE	341	1820	2161	1383	2154	3537	4118	998	5116	3145	221	3366	237	5	242
ARMY	6033	12823	18856	18238	14749	32987	47805	7935	55740	14503	358	14861	90	0	90
NAVY	2206	5452	7658	9018	6961	15979	26627	3210	29837	10400	265	10665	123	2	125
AIR FORCE	1044	5078	6122	8573	6008	14581	29124	4789	33913	6424	279	6703	40	0	40
OTHER DOD	830	2670	3500	4708	4651	9359	23811	4401	28212	5061	263	5324	131	2	133
HEW	2912	11814	14726	6066	16072	22138	12809	8421	21230	6529	1230	7759	88	14	102
HUD	97	870	967	405	1363	1768	1866	669	2535	1510	133	1643	32	0	32
INTERIOR	1344	2908	4252	4692	3574	8266	13136	1627	14763	3731	88	3819	34	0	34
JUSTICE	1919	4552	6471	7397	2704	10101	6906	459	7365	2707	54	2761	166	0	166
LABOR	68	860	928	594	1638	2232	1539	842	2381	2187	374	2561	178	21	199
STATE/AID	63	636	699	182	1270	1452	393	457	850	678	126	804	5	0	5
TRANS	347	853	1200	2249	1582	3831	18428	650	19078	13466	141	13607	208	3	211
TREASURY	2508	17896	20404	13366	29064	42430	19783	5831	25614	6623	258	6881	141	3	144
AEC	22	180	202	856	572	1428	924	153	1077	1434	33	1467	93	1	94
CAB	0	28	28	26	58	84	38	18	56	70	6	76	14	0	14
CSC	110	834	944	261	630	891	949	349	1298	416	57	473	16	0	16
COST OF LIVING	2	16	18	25	44	69	36	42	78	19	2	21	1	0	1
D. C. GOVT	522	1370	1892	1816	1948	3764	2019	1455	3474	635	193	828	19	4	23
EPA	35	302	337	472	807	1279	1243	288	1531	812	50	862	17	0	17
EEOC	8	175	183	54	357	411	125	158	283	165	61	226	0	0	0
FCC	6	119	125	68	95	163	142	17	159	154	7	161	20	1	21
FHLBB	0	33	33	32	62	94	116	52	168	148	12	160	7	0	7

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1	32	33	43	25	68	134	14	148	130	6	136	13	0	13
FTC	25	127	152	37	177	214	105	90	195	78	29	107	19	0	19
GAO	63	328	391	665	272	937	2444	239	2683	1689	18	1707	74	0	74
GPO	13	18	31	60	48	108	106	30	136	88	1	89	12	0	12
GSA	1583	1690	3273	2424	2465	4889	4085	896	4981	1790	79	1869	44	0	44
ICC	9	46	55	33	60	93	292	21	313	144	1	145	7	0	7
LIB CONG	204	258	462	448	636	1084	549	571	1120	326	96	422	5	1	6
NASA	281	883	1164	1149	1601	2750	5573	751	6324	7237	127	7364	440	6	446
NCHA	1	21	22	14	9	23	14	13	27	9	7	16	1	0	1
NAT CREDIT UNION	1	5	6	48	40	88	409	7	416	59	1	60	0	0	0
NLRB	3	64	67	23	105	128	20	32	52	39	3	42	13	1	14
NSF	14	40	54	23	144	167	37	48	85	96	19	115	30	2	32
OMB	1	3	4	12	77	89	24	30	54	50	7	57	19	1	20
PANAMA CANAL	361	252	613	196	199	395	321	146	467	114	2	116	0	0	0
RR RET BOARD	7	43	50	58	63	121	133	48	181	22	2	24	5	0	5
SEC	6	25	31	58	25	83	236	30	266	214	11	225	4	0	4
SEL SVC	48	1050	1098	260	1910	2170	282	139	421	191	5	196	0	0	0
SBA	11	144	155	73	342	415	291	81	372	256	23	279	3	0	3
SMITH INST	764	34	798	214	58	272	104	42	146	69	7	76	3	0	3
SOLDIERS HOME	22	96	118	13	93	106	15	43	58	3	1	4	0	0	0
VA	4453	6692	11145	5179	5359	10538	8081	3314	11395	2439	322	2761	278	11	289
TOTAL	31018	87482	118500	104441	115344	219785	261391	50678	312069	100938	5173	106111	2773	79	2852

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	174	3	177	1210	55	1265	1384	58	1442
COMMERCE	132	7	139	207	26	233	339	33	372
ARMY	6881	188	7069	17043	1104	18147	23924	1292	25216
NAVY	15182	97	15279	25701	649	26350	40883	746	41629
AIR FORCE	4639	65	4704	13685	1078	14763	18324	1143	19467
OTHER DOD	606	10	616	1688	73	1761	2294	83	2377
HEW	402	161	563	749	450	1199	1151	611	1762
HUD	0	0	0	2	0	2	2	0	2
INTERIOR	887	106	993	2273	280	2553	3160	386	3546
JUSTICE	989	5	994	192	10	202	1181	15	1196
LABOR	0	0	0	0	0	0	0	0	0
STATE/AID	12	4	16	4	1	5	16	5	21
TRANS	401	3	404	978	21	999	1379	24	1403
TREASURY	468	96	564	1159	190	1349	1627	286	1913
AEC	1	0	1	4	0	4	5	0	5
CAB	0	0	0	0	0	0	0	0	0
CSC	2	0	2	1	0	1	3	0	3
COST OF LIVING	0	0	0	0	0	0	0	0	0
D. C. GOVT	331	5	336	1181	41	1222	1512	46	1558
EPA	10	0	10	19	0	19	29	0	29
EEOC	1	0	1	2	0	2	3	0	3
FCC	0	0	0	7	0	7	7	0	7
FHLBB	2	0	2	1	1	2	3	1	4

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1	0	1	0	0	0	1	0	1
FTC	0	0	0	0	0	0	0	0	0
GAO	0	0	0	0	0	0	0	0	0
GPO	65	1	66	243	21	264	308	22	330
GSA	215	19	234	1733	157	1890	1948	176	2124
ICC	0	0	0	0	0	0	0	0	0
LIB CONG	8	3	11	12	13	25	20	16	36
NASA	270	0	270	695	1	696	965	1	966
NCHA	13	0	13	1	0	1	14	0	14
NAT CREDIT UNION	0	0	0	0	0	0	0	0	0
NLRB	1	0	1	0	0	0	1	0	1
NSF	1	0	1	5	2	7	6	2	8
OMB	2	0	2	4	0	4	6	0	6
PANAMA CANAL	246	0	246	1064	4	1068	1310	4	1314
RR RET BOARD	0	0	0	0	0	0	0	0	0
SEC	1	0	1	0	0	0	1	0	1
SEL SVC	0	0	0	0	0	0	0	0	0
SBA	0	0	0	0	0	0	0	0	0
SMITH INST	141	4	145	49	8	57	190	12	202
SOLDIERS HOME	31	1	32	9	11	20	40	12	52
VA	1916	416	2332	2881	1700	4581	4797	2116	6913
TOTAL	34031	1194	35225	72802	5896	78698	106833	7090	113923

TRAINING MAN-HOUR SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG-TERM			NON-GOVERNMENT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	134217[illegible]	21[illegible]855	3524[illegible]30	[illegible]6330	357900	444230	9732	21870	31602	230888	509069	739957	1674125	3065694	4739819
GS 5-8	5256542	3076396	8332938	314523	545712	860235	100907	86575	187482	723033	723819	1447452	6400005	4432502	10833127
GS 9-12	8833160	1077384	9910544	92[illegible]849	232753	1156602	973953	128001	1102554	2251320	416403	2667723	12984282	1857141	14841423
GS 13-15	2667677	73941	2741618	572361	44951	617312	525718	41543	567261	1107417	66376	1173793	4872173	226811	5099984
GS 16-18	*	*	25380	*	*	70014	*	*	9140	*	*	39508	*	*	144048
TOTAL GS	1810[illegible]716	6404592	24534316	1910261	1181556	3155093	610305	278589	1889031	4317559	1717707	6010433	25944848	9582444	35654081
WS-SPV	1301874	21945	1335819	77393	2992	80385	2240	1920	4160	108896	4587	113483	1496403	37444	1533847
WS-N SPV	3168952	132954	3301716	76323	7483	83506	8122	0	8122	414035	37831	471866	3667742	178268	3846010
TOTAL WS	4470836	160899	4637735	153416	10475	163891	10362	1920	12282	542931	42418	585349	5184145	215712	5399857
OTHER	2425677	686102	3111779	186774	26745	213519	62584	3480	66064	275741	146067	421808	2951176	862394	3813570
TOTAL PAY SYSTEM	2500[illegible]431	7251593	32284230	2250551	1218776	3532703	683856	283989	1967845	5136231	1906192	7077590	34080104	10660550	44871508
MED SCI ENG	4668306	1300553	5973556	328860	80760	415853	157746	161169	318917	192335[illegible]	48431[illegible]	2417026	8078272	2026800	10233861
TECHNICAL	13538062	3541974	17131545	549180	298738	848622	81409	36291	117700	1693052	474516	2168820	15862216	4401519	20344524
ADM MGMT	3956726	937302	4910938	952574	348609	1355687	436126	76158	512924	986341	361783	1371398	6331771	1723852	8186616
OTHER	2845832	1421764	4268191	419931	490669	912541	8573	10371	18944	533470	586579	1120345	3807312	2508374	6446490
TOTAL	2500[illegible]431	7251593	32284230	2250551	1218776	3532703	1683856	283989	1967845	5136231	1906192	7077590	34080104	10660550	44871508

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGMT AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	701371	50846	763705	486570	102502	600560	500940	72445	584873	127469	123710	262667	1816350	349503	2177341
COMMERCE	199928	33551	242055	179509	68984	257069	132928	33833	175337	21950	59128	89654	534315	195496	738387
ARMY	1171654	87475	1266553	2991266	678860	3677550	944440	204531	1196395	640862	340478	988764	5748222	1311344	7066990
NAVY	644777	47018	700953	3732803	214018	3956279	852793	139760	1002011	475403	205283	690144	5705476	606079	6321013
AIR FORCE	416826	34996	455174	2159244	426030	2588626	619592	147817	770761	226574	168713	398639	3422236	777556	4203144
OTHER DOD	346271	89994	444493	983879	280319	1272426	376298	84663	469189	100578	77524	186330	1807026	532500	2347754
HEW	196401	252808	458790	521855	666891	1198329	418870	365316	793769	287306	565732	862621	1424324	1850745	3284652
HUD	14768	7458	25058	108023	105616	216471	47674	15377	65883	15421	47605	65858	185886	176056	364774
INTERIOR	337305	56275	395210	208549	41412	249591	368225	79358	449213	234098	133732	369460	1146177	310777	1458584
JUSTICE	663037	31231	698865	212514	354161	571272	230642	15881	251120	274283	105272	384152	1380476	506545	1891618
LABOR	9039	6762	21886	45456	34364	85905	92341	27741	126167	9730	41072	56887	156566	109939	272590
STATE/AID	83781	63366	147147	21183	6609	27792	83196	33338	116534	130119	34845	164964	318279	138158	456437
TRANS	78853	2628	92285	2756863	89637	2857304	490264	32386	533454	52873	38161	101838	3378853	162812	3552469
TREASURY	1793897	465023	2258920	705426	1048167	1753593	277158	99872	377030	114992	93608	208600	2891473	1706670	4598143
AEC	30876	1556	37699	27328	4090	36685	39898	5940	51105	10493	15387	31147	108595	26973	140835
CAB	685	298	983	1524	685	2209	1950	360	2310	870	2086	2956	5029	3429	8458
CSC	1438	1023	3179	23880	15274	39872	25421	14146	40285	5380	27698	33796	56119	58141	114978
COST OF LIVING	1182	664	1886	568	556	1164	492	960	1492	348	1142	1530	2590	3322	5952
D. C. GOVT	552440	126984	680479	59944	12278	73327	90211	32502	123818	532252	92855	626212	1234847	264569	1500521
EPA	21956	2396	24352	8168	2206	10374	36063	4129	40192	49301	38065	83366	111488	46796	158284
EEOC	455	359	814	144	2148	2292	7373	14808	22181	0	0	0	7972	17315	25287
FCC	1474	199	2763	2632	1344	5066	3518	1309	5917	3413	5693	10196	11037	8545	20672
FHLBB	1479	313	1942	4738	2031	6919	4122	1606	5878	248	1716	2114	10587	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGMT AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	2745	109	2854	2728	662	3390	3240	357	3597	514	1591	2105	9227	2719	1.946
FTC	1872	569	2857	1304	2930	4650	1092	2306	3814	1603	3857	5876	5871	9662	15949
GAO	14809	96	18985	3665	243	7988	54012	6414	64506	94818	20731	119629	167304	27484	198868
GPO	486	169	1215	6087	2440	9087	9215	1304	11079	1889	389	2838	17677	4302	22539
GSA	26601	14644	43177	145477	50316	197725	91149	36152	129233	185536	52631	240099	448763	153743	604438
ICC	3211	303	4042	4652	912	6092	2576	1401	4505	8322	3661	12511	18761	6277	25566
LIB CONG	5413	6754	12285	6536	5363	12017	7387	6781	14286	5482	7362	12962	24818	26260	51196
NASA	193751	13480	223066	89765	10329	115929	150399	14517	180751	49765	53151	118751	483680	91477	590992
NCHA	106	24	146	608	520	1144	422	764	1202	715	948	1679	1851	2256	4123
NAT CREDIT UNION	24	0	24	6868	376	7244	9919	686	10605	119	586	705	16930	1648	18578
NLRB	200	88	720	1386	5084	6902	420	312	1164	242	776	1450	2248	6260	8940
NSF	913	1506	4273	420	467	2741	3658	5878	11390	326	3608	5788	5317	11459	18630
OMB	3670	1384	5744	818	560	2068	1344	841	2875	24	1272	1986	5856	4057	10603
PANAMA CANAL	85195	19465	104660	93935	9473	103408	33745	10234	43979	72466	9790	82256	285341	4896.	774303
RR RET BOARD	16312	20104	36582	5566	3770	9502	1816	786	2768	512	1195	1873	24206	25855	50227
SEC	8983	575	9654	450	622	1168	752	208	1056	418	390	904	10603	1795	12494
SEL SVC	0	0	0	2294	8888	11182	12784	84483	97267	1542	17991	19533	16620	111362	127982
SBA	391	104	584	9315	5594	14998	11066	3913	15068	1532	6369	7990	22304	15980	38373
SMITH INST	1348	688	2080	19123	954	20121	5896	1200	7140	1503	3568	5115	27870	6410	34324
SOLDIERS HOME	1007	2152	3159	712	256	968	704	128	832	0	0	0	2423	2536	4959
VA	441642	581415	1034563	220441	133578	365525	285972	117109	414587	70521	99008	181035	1018576	931110	1961192
TOTAL	8078272	2026800	10235861	5862216	4401519	20394524	6331977	1723852	8186618	3807812	2508379	6446980	24080169	10660550	44871508

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1130681	125659	1257592	182199	88895	279867	103087	19074	122161	400383	115875	517721	1816350	349503	2177341
COMMERCE	190679	69702	260965	76134	37840	118034	109392	9480	118872	158105	78474	240516	534310	195496	738381
ARMY	3994479	909547	4904576	256382	132207	390953	486659	27320	516919	1010702	242270	1254542	5748222	1311344	7066990
NAVY	4393237	359475	4758088	201090	131047	333561	172240	8604	180844	938909	106953	1048520	5705476	606079	6321013
AIR FORCE	2681467	555561	3237280	120944	72885	196729	154079	8984	163063	465746	140126	606072	3422235	777556	4203144
OTHER DOD	1318514	399777	1719155	140765	46347	191980	148013	19976	167989	199734	66400	266650	1807026	532500	2347754
HEW	816899	1059218	1876509	181698	220989	408013	93702	98631	194533	332025	471907	805597	1424324	1850745	3284652
HUD	111104	126242	237410	25843	22261	50704	11024	1600	12624	37915	25953	64036	185886	176056	364774
INTERIOR	590574	115789	706483	242603	69713	313696	87687	5728	93415	229313	119547	344990	1146177	310777	1456984
JUSTICE	1209572	480639	1692817	90374	13099	104859	3440	0	3440	77090	12807	90502	1380476	506545	1891618
LABOR	74607	28083	103374	31750	31488	67031	10800	6960	17760	39409	43408	84425	156566	109939	272590
STATE/AID	121570	56222	177792	107694	21243	128937	49560	30760	80320	39455	29933	69388	318279	138158	456437
TRANS	3130800	108965	3243770	106067	38480	148527	28672	1440	32192	113314	13927	127980	3378853	162812	3552469
TREASURY	2714791	1654526	4369317	72485	30420	102905	2100	0	2100	102097	21724	123821	2891473	1706670	4598143
AEC	26683	9482	36483	28036	7988	38052	15904	1680	17584	37972	7823	48716	108595	26973	140835
CAB	550	850	1400	2039	1547	3586	0	0	0	2440	1032	3472	5029	3429	8458
CSC	13894	14146	28040	35470	39038	74966	0	0	0	6755	4957	11972	56119	58141	114978
COST OF LIVING	850	734	1584	740	1988	2768	0	0	0	1000	600	1600	2590	3322	5952
D. C. GOVT	1071466	168217	1239739	20490	16854	37696	11320	14760	26080	131571	64738	197006	1234847	264569	1500521
EPA	28151	6954	35105	32534	17267	49801	16160	0	16160	34643	22575	57218	111488	46796	158284
EEOC	144	2538	2682	6714	10162	16898	0	0	0	1112	4595	5707	7972	17315	25287
FCC	1172	1387	2559	4674	4028	9670	0	0	0	5191	3130	8443	11037	8545	20672
FHLBB	1900	720	2620	1602	2708	4310	0	0	0	7085	2238	9473	10587	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1232	60	1292	2056	2019	4085	0	0	0	5929	640	6569	9227	2719	11946
FTC	1688	3115	4899	1648	3742	5990	0	0	0	2535	2805	5460	5871	9662	15949
GAO	99867	18496	118363	20860	4122	27078	4400	0	4400	42177	4866	49027	167304	27484	194868
GPO	9430	1326	10756	4095	2415	6982	0	0	0	4192	561	4801	17677	4302	22939
GSA	266784	62232	329092	94693	51920	147709	4392	0	4392	82894	39591	123245	448763	153743	604438
ICC	5912	2070	7982	4538	1323	6301	0	0	0	8311	2884	11283	18761	6277	25566
LIB CON	19055	17351	36448	2148	5277	7445	0	0	0	3615	363	7303	24818	26260	51196
NASA	50584	10066	62770	31562	10364	47716	60833	1300	63953	340701	69847	410553	483680	91477	590992
NCHA	32	200	232	649	732	1397	0	0	0	1170	1424	2494	1851	2256	4123
NAT CREDIT UNION	15192	696	15888	1408	936	2344	0	0	0	330	16	346	16930	1648	18578
NLRB	300	1480	1780	1376	2892	4268	0	0	0	572	1888	2460	2248	6260	8940
NSF	680	680	1360	1528	4473	7239	0	2080	2080	3109	4226	7951	5317	11459	18630
OMB	50	470	520	1956	2300	4766	2720	0	2720	1130	1287	2597	5856	4057	10603
PANAMA CANAL	237261	42449	279710	10328	640	10968	3200	0	3200	34552	5873	40425	285341	48962	334303
RR RET BOARD	21796	24854	46650	2034	943	3017	0	0	0	376	58	560	24206	25855	50227
SEC	5408	1242	6722	2160	184	2368	0	0	0	3035	369	3404	10603	1795	12494
SEL SVC	13521	104991	118512	2811	5909	8720	0	80	80	288	382	670	16620	111362	127982
SBA	4637	3690	8327	8478	7493	16030	0	0	0	9189	4797	14016	22304	15980	38373
SMITH INST	19163	3182	22345	3328	916	4268	0	0	0	5379	2312	7711	27870	6410	34324
SOLDIERS HOME	793	1244	2037	968	96	1064	0	0	0	662	1196	1858	2423	2536	4959
VA	612262	697266	1313265	83723	51566	139393	104472	25632	130104	218119	156646	378490	1018576	931110	1961192
TOTAL	25009431	7251593	32284230	2250651	1218776	3532703	683856	283989	1976985	5136231	1906192	7077590	34080169	10660550	44871508

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1770914	347642	2130044	45059	1752	46811	377	109	486	1816350	349503	2177341
COMMERCE	491195	193507	693278	12761	1917	14678	30359	72	30431	534315	195496	738387
ARMY	4042068	1074152	5123644	760064	23477	783541	946090	213715	1159805	5748222	1311344	7066990
NAVY	2918971	540962	3469391	2531759	28706	2560465	254746	36411	291157	5705476	606079	6321013
AIR FORCE	2244387	624775	2872514	981367	72569	1053936	196482	80212	276694	3422236	777556	4203144
OTHER DOD	1727536	527521	2263285	74287	2565	76852	5203	2414	7617	1807026	532500	2347754
HEW	1367484	1823617	3200684	41033	24469	65502	15807	2659	18466	1424324	1850745	3284652
HUD	185866	176056	364754	20	0	20	0	0	0	185886	176056	364774
INTERIOR	989467	290908	1282005	106974	18997	125971	49736	872	50608	1146177	310777	1456584
JUSTICE	1301126	505009	1810732	33590	336	33926	45760	1200	46960	1380476	506545	1891618
LABOR	156538	108959	271582	0	0	0	28	980	1008	156566	109939	272590
STATE/AID	138965	120170	259135	340	72	412	178974	17916	196890	318279	138158	456437
TRANS	3283401	161991	3456196	90424	162	90586	5028	659	5687	3378853	162812	3552469
TREASURY	2786359	1699487	4485846	105114	7183	112297	0	0	0	2891473	1706670	4598143
AEC	108376	26973	140616	219	0	219	0	0	0	108595	26973	140835
CAB	4963	3404	8367	0	0	0	66	25	91	5029	3429	8458
CSC	55999	58141	114858	120	0	120	0	0	0	56119	58141	114978
COST OF LIVING	2590	3322	5952	0	0	0	0	0	0	2590	3322	5952
D. C. GOVT	220658	182335	404098	95084	1240	96324	919105	80994	1000099	1234847	264569	1500521
EPA	106730	46757	153487	1207	0	1207	3551	39	3590	111488	46796	158284
EEOC	7897	17315	25212	75	0	75	0	0	0	7972	17315	25287
FCC	10774	8545	20409	263	0	263	0	0	0	11037	8545	20672
FHLBB	10477	5626	16253	110	40	150	0	0	0	10587	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	9217	2719	11936	10	0	10	0	0	0	9227	2719	11946
FTC	5871	9662	15949	0	0	0	0	0	0	5871	9662	15949
GAO	167304	27484	198868	0	0	0	0	0	0	167304	27484	198868
GPO	8853	3754	13167	6224	316	6540	2600	232	2832	17677	4302	22539
GSA	372313	146372	520617	62857	5259	68116	13593	2112	15705	448763	153743	604438
ICC	18761	6277	25566	0	0	0	0	0	0	18761	6277	25566
LIB CONG	23910	25628	49656	908	400	1308	0	232	232	24818	26260	51196
NASA	462631	91469	569935	21049	8	21057	0	0	0	483680	91477	590992
NCHA	1355	2256	3627	496	0	496	0	0	0	1851	2256	4123
NAT CREDIT UNION	16930	1648	18578	0	0	0	0	0	0	16930	1648	18578
NLRB	2228	6260	8920	20	0	20	0	0	0	2248	6260	8940
NSF	5157	11411	18422	160	48	208	0	0	0	5317	11459	18630
OMB	5664	4057	10411	192	0	192	0	0	0	5856	4057	10603
PANAMA CANAL	46238	29587	75825	128318	222	128540	110785	19153	129938	285341	48962	334303
RR RET BOARD	24206	25855	50227	0	0	0	0	0	0	24206	25855	50227
SEC	10579	1795	12470	24	0	24	0	0	0	10603	1795	12494
SEL SVC	15076	66353	81429	0	0	0	1544	45009	46553	16620	111362	127982
SBA	22304	15980	38373	0	0	0	0	0	0	22304	15980	38373
SMITH INST	22843	4392	27279	4987	1960	6947	40	58	98	27870	6410	34324
SOLDIERS HOME	1071	2126	3197	864	256	1120	488	154	642	2423	2536	4959
VA	769596	550185	1331287	78166	23758	101924	170814	357167	527981	1018576	931110	1961192
TOTAL	25944848	9582444	35658081	5184145	215712	5399857	2951176	862394	3813570	34080169	10660550	44871508

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	73918	114501	188419	520580	168666	689246	962422	53975	1016397	213994	10500	224494	*	*	11488
COMMERCE	13462	69112	82574	80176	76659	156835	253622	36117	289739	143935	11619	155554	*	*	8576
ARMY	144834	313085	457919	898614	445437	1344051	2306530	298923	2605453	692090	16707	708797	*	*	7424
NAVY	195973	192025	387998	526701	228051	754752	1626589	107990	1734579	569708	12896	582604	*	*	9458
AIR FORCE	93102	222430	315532	513087	250848	763935	1262922	142417	1405339	375276	9080	384356	*	*	3352
OTHER DOD	31275	89616	120891	259382	206746	466128	1152203	217007	1369210	284676	14152	298828	*	*	8228
HEW	104101	344301	448402	555751	1058359	1614110	447958	371100	819058	259674	49857	309531	*	*	9583
HUD	8936	48223	57159	63937	98029	161966	65029	22856	87885	47964	6948	54912	*	*	2832
INTERIOR	50603	93450	144053	258458	115080	373538	565653	79973	645626	114753	2405	117158	*	*	1630
JUSTICE	172127	370355	542482	456023	107135	563158	560142	25891	586033	112834	1628	114462	*	*	4597
LABOR	3108	29928	33036	16438	41535	57973	35953	23552	59505	101039	13944	114983	*	*	6085
STATE/AID	6528	21555	28083	21150	60936	82086	54395	25366	79761	56678	12313	68991	*	*	214
TRANS	151749	54353	206102	306023	56865	362888	1837108	39159	1876267	988521	11614	1000135	*	*	10804
TREASURY	142439	519773	662212	1406269	996247	2402516	941283	172189	1113472	285746	10982	296728	*	*	10918
AEC	345	5255	5600	24880	14948	39828	29194	4310	33504	53957	2460	56417	*	*	5267
CAB	0	802	802	843	1889	2732	1386	529	1915	2051	184	2235	*	*	683
CSC	2909	26535	29444	13282	20366	33648	26419	9454	35873	13381	1786	15175	*	*	718
COST OF LIVING	64	528	592	814	1450	2264	1128	1296	2424	58	48	632	*	*	40
D. C. GOVT	63523	56756	120279	80604	72866	153470	55237	46059	101296	21294	6654	27948	*	*	1105
EPA	1221	10009	11230	17695	26547	44242	47989	8541	56530	38741	1660	40401	*	*	1084
EEOC	60	7153	7213	489	5664	6153	2876	3472	6348	4472	1026	5498	*	*	0
FCC	245	4435	4680	2348	3083	5431	3813	862	4675	4368	165	4533	*	*	1090
FMLBB	0	1389	1389	1036	1834	2870	3923	2123	6046	5518	280	5798	*	*	150

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	40	1282	1322	1045	944	1989	4011	262	4273	3761	231	3992	*	*	360
FTC	212	3636	3848	898	3958	4856	2545	1800	4345	2216	268	2484	*	*	416
GAO	2001	11423	13424	20333	8644	28977	83625	6949	90574	61345	468	61813	*	*	4080
GPO	749	1713	2458	2134	1317	3451	3312	708	4020	2562	16	2678	*	*	560
GSA	111269	51569	162838	101718	67717	169435	110483	24613	135096	48843	2473	51316	*	*	1932
ICC	419	2069	2479	1304	3459	4763	12239	709	12948	4808	40	4848	*	*	528
LIB CONG	2041	3403	5444	5691	11011	16702	10989	8522	19511	5189	2692	7881	*	*	118
NASA	8919	31089	40008	32847	36063	68910	183424	20036	203260	237641	4281	241922	*	*	15835
NCHA	32	760	792	449	404	853	538	908	1446	336	184	520	*	*	16
NAT CREDIT UNION	42	136	178	3408	1250	4658	11767	222	11989	1713	40	1753	*	*	0
NLRB	90	2354	2444	830	3202	4032	444	674	1118	864	30	894	*	*	432
NSF	408	1662	2070	896	5450	6346	1074	1669	2743	2779	2630	5409	*	*	1854
OMB	60	200	260	298	2529	2827	938	1064	2002	4368	264	4632	*	*	690
PANAMA CANAL	12373	13476	25849	10227	9423	19650	17019	6645	23664	6619	43	6662	*	*	0
RR RET BOARD	232	890	1122	18388	23179	41567	4362	1730	6092	1224	56	1280	*	*	166
SEC	180	684	864	1598	431	2029	4618	441	5059	4183	239	4422	*	*	96
SEL SVC	755	17954	18709	4650	44737	49387	5146	3526	8674	4523	136	4659	*	*	0
SBA	179	3754	3933	2006	8789	10795	8965	2501	11466	11154	936	12090	*	*	89
SMITH INST	14703	986	15689	3379	1904	5283	2636	1270	3906	2125	232	2357	*	*	44
SOLDIERS HOME	229	762	991	336	841	1177	352	471	823	154	52	206	*	*	0
VA	258683	320323	579006	163590	138010	301600	272219	79260	351479	75104	12592	87696	*	*	11506
TOTAL	1674125	3065694	4739819	6400605	4432502	10833107	12984282	1857141	14841423	487873	226811	5099684	*	*	144048

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	3949	104	4053	41110	1648	42758	45059	1752	46811
COMMERCE	4102	94	4196	8659	1823	10482	12761	1917	14678
ARMY	170968	2777	173745	589096	20700	609796	760064	23477	783541
NAVY	964780	11543	976323	1566979	17163	1584142	531759	28706	2560465
AIR FORCE	158383	3212	161595	822984	69357	892341	981367	72569	1053936
OTHER DOD	11998	97	12095	62289	2468	64757	74287	2565	76852
HEW	10291	5579	15870	30742	18890	49632	41033	24469	65502
HUD	0	0	0	20	0	20	20	0	20
INTERIOR	28319	3683	32002	78655	15314	93969	106974	18997	125971
JUSTICE	29288	208	29496	4302	128	4430	33590	336	33926
LABOR	0	0	0	0	0	0	0	0	0
STATE/AID	228	48	276	112	24	136	340	72	412
TRANS	15964	94	16058	74460	68	74528	90424	162	90586
TREASURY	11844	1504	13348	93270	5679	98949	105114	7183	112297
AEC	75	0	75	144	0	144	219	0	219
CAB	0	0	0	0	0	0	0	0	0
CSC	80	0	80	40	0	40	120	0	120
COST OF LIVING	0	0	0	0	0	0	0	0	0
D. C. GOVT	8237	116	8353	86847	1124	87971	95084	1240	96324
EPA	144	0	144	1063	0	1063	1207	0	1207
EEOC	25	0	25	50	0	50	75	0	75
FCC	0	0	0	263	0	263	263	0	263
FHLBB	70	0	70	40	40	80	110	40	150

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	10	0	10	0	0	0	10	0	10
FTC	0	0	0	0	0	0	0	0	0
GAO	0	0	0	0	0	0	0	0	0
GPO	1960	72	2032	4264	244	4508	6224	316	6540
GSA	20323	1574	21897	42534	3685	46219	62857	5259	68116
ICC	0	0	0	0	0	0	0	0	0
LIB CONG	331	101	432	577	299	876	908	400	1308
NASA	3856	0	3856	17193	8	17201	21049	8	21057
NCHA	472	0	472	24	0	24	496	0	496
NAT CREDIT UNION	0	0	0	0	0	0	0	0	0
NLRB	20	0	20	0	0	0	20	0	20
NSF	40	0	40	120	48	168	160	48	208
OMB	80	0	80	112	0	112	192	0	192
PANAMA CANAL	11719	0	11719	116599	222	116821	128318	222	128540
RR RET BOARD	0	0	0	0	0	0	0	0	0
SEC	24	0	24	0	0	0	24	0	24
SEL SVC	0	0	0	0	0	0	0	0	0
SBA	0	0	0	0	0	0	0	0	0
SMITH INST	3076	160	3236	1911	1800	3711	4987	1960	6947
SOLDIERS HOME	288	8	296	576	248	824	864	256	1120
VA	35459	6470	41929	42707	17288	59995	78166	23758	101924
TOTAL	1496403	37444	1533847	3687742	178268	3866010	5184145	215712	5399857

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	NON-GOVT LONG-TERM	NON-GOVT SHORT-TERM	TOTAL	FULL-TIME SALARY	PART-TIME SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
AGRIC	3482011	1305298	150406	1979571	6917286	2915591	1522871	11355748	190	90
COMMERCE	721297	522752	198493	1139919	2582461	1629095	196701	4408257	293	124
ARMY	5568108	1719965	1221724	5187795	13697592	6897509	794571	21389672	120	57
NAVY	2732000	1082024	263126	5970319	10047.69	9083158	1412673	20543300	187	62
AIR FORCE	4216816	501768	311819	2400902	7431305	5730673	1135731	14297710	160	54
OTHER DOD	2298409	681251	262041	635316	3877017	5866546	377941	10121504	206	163
HEW	3597182	3041446	572662	5454481	12665771	9424914	1014742	23105428	339	185
HUD	963973	279793	54231	347646	1645643	664978	63619	2374240	343	128
INTERIOR	2301731	1202784	117131	1081096	4702742	2114626	449522	7266890	207	102
JUSTICE	5980109	475394	5500	327621	6788624	6327325	767570	13883518	495	461
LABOR	274424	263194	69154	422860	1029632	812887	102515	1945034	239	133
STATE/AID	209182	409047	163093	342971	1124293	577528	77286	1779107	325	94
TRANS	8555332	663020	108267	1518746	10845365	22352512	1595066	34792944	884	487
TREASURY	2780032	483973	58817	809570	4132392	8539432	119463	12791288	131	100
AEC	48954	174856	42482	449858	716150	0	128389	844539	202	115
CAB	16769	16770	0	13853	47392	0	6270	53662	204	82
CSC	13277	194913	0	46582	254772	48156	12929	315857	87	50
COST OF LIVING	3910	10167	0	7808	21885	20342	0	42227	227	44
D. C. GOVT	107842	90619	2787	261751	462999	2394980	61248	2919227	103	80
EPA	1162388	237137	50432	283025	1732982	1027061	103697	2863740	687	299
EEOC	142289	79157	0	26889	248335	85693	0	334028	302	230
FCC	8359	43132	0	33906	85397	21671	6775	113843	185	69

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	NON-GOVT LONG-TERM	NON-GOVT SHORT-TERM	TOTAL	FULL-TIME SALARY	PART-TIME SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
FHLBB	18558	14584	0	76102	109244	28310	0	137554	299	106
FPC	4342	19017	0	32808	56167	0	11534	67701	169	64
FTC	0	27022	0	55608	82630	56724	1720	141074	211	98
GAO	203873	98023	13873	280536	596305	205305	0	801610	140	168
GPO	402	23593	0	17670	41665	147176	319974	508815	654	61
GSA	149674	518697	18330	369006	1055707	1417716	351264	2824687	159	69
ICC	5272	34566	0	22837	62675	18906	0	81581	134	47
LIB CONG	50490	36077	0	57677	144244	195706	5000	344950	110	83
NASA	65033	258307	119124	1885900	2328364	930754	75913	3335031	179	116
NCHA	0	1535	0	4612	6147	18730	0	24877	243	37
NAT CREDIT UNION	91656	10940	0	1163	103759	31660	1825	137244	240	251
NLRB	42644	15624	0	7034	65302	0	12188	77490	267	32
NSF	0	21905	7992	51860	81757	0	36164	117921	274	70
OMB	76	26418	10651	26351	63496	0	15926	79422	378	108
PANAMA CANAL	102966	61097	16667	139912	320642	368725	29603	718970	146	182
RR RET BOARD	9760	10228	0	1510	21498	71320	73827	166645	443	98
SEC	17171	12013	0	3348	32532	0	13734	46266	76	29
SEL SVC	321320	39811	35	727	361893	651254	182918	1196065	188	161
SBA	31509	63468	0	43522	138499	115685	3064	257248	210	48
SMITH INST	0	16752	0	22780	39532	36399	32542	108473	72	39
SOLDIERS HOME	956	1687	0	2505	5148	23653	7000	35801	98	29
VA	1341954	571024	202854	1977048	4092880	9835440	3083950	17012268	281	86
TOTAL	47642050	15360848	4041691	33823001	100867590	100688140	14207725	215763456	225	105

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. AND CLERICAL SUPPORT	TOTAL
AGRIC	1550142	770764	594685	2915591
COMMERCE	720575	451472	457048	1629095
ARMY	4790696	877591	1229222	6897509
NAVY	4854960	3340343	887856	9083158
AIR FORCE	3393233	1711877	625563	5730673
OTHER DOD	1495386	1800841	2570319	5866546
HEW	5369297	1401727	2653891	9424914
HUD	536156	0	128822	664978
INTERIOR	1239956	492117	382553	2114626
JUSTICE	563936	2627223	3116166	6327325
LABOR	655504	9520	147863	812887
STATE/AID	351817	47912	177799	577526
TRANS	3243459	14408874	4700179	22352512
TREASURY	4448171	2239225	1852036	8539432
D. C. GOVT	768894	1206190	419896	2394980
EPA	75059	644169	307833	1027061
GAO	0	155814	49491	205305
GPO	132180	7807	7189	147176
GSA	394896	881003	141815	1417716
LIB CONG	97173	64864	33669	195706
NASA	796708	8465	125581	930754
PANAMA CANAL	89514	231542	47669	368725
SEL SVC	605478	0	45776	651254
SBA	102559	0	13126	115685
VA	2636928	6092698	1105615	9835440
ALL OTHERS*	351497	43909	66158	461564
TOTAL	39284176	39516147	21887820	100688140

* 19 AGENCIES REPORTING LESS THAN $100,000.

RATIO OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. AND CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	EMPLOYEES PER TRAINING PERSON
AGRIC	84	42	77	205	125740	613.37
COMMERCE	39	28	56	123	35534	287.91
ARMY	332	91	156	579	371961	642.42
NAVY	297	296	108	701	327079	466.59
AIR FORCE	221	126	86	433	267253	617.21
OTHER DOD	79	99	162	341	61946	181.37
HEW	311	95	348	755	124490	164.83
HUD	27	0	11	38	18431	479.03
INTERIOR	65	29	39	134	70670	526.29
JUSTICE	39	133	241	413	30054	72.42
LABOR	34	1	18	54	14607	270.25
STATE/AID	17	2	16	35	18771	536.31
TRANS	167	705	307	1179	71341	60.47
TREASURY	256	161	203	622	127129	204.30
D. C. GOVT	44	98	43	185	36275	196.08
EPA	4	34	31	69	9551	137.71
GAO	0	8	6	14	4754	339.57
GSA	22	30	17	69	40480	586.67
LIB CONG	0	3	4	13	4131	317.77
NASA	41	1	15	57	28507	495.77
PANAMA CANAL	6	15	5	27	3945	143.77
SEL SVC	39	0	0	45	7394	164.31
VA	151	397	165	713	196530	275.64
ALL OTHERS*	33	4	11	48	50425	1036.49
TOTAL	2320	2403	2136	6860	2047004	313.13

* 21 AGENCIES REPORTING LESS THAN 10 FULL-TIME PERSONNEL

APPENDIX D

TRAINING RESOURCE PUBLICATIONS

Except where otherwise noted, the following publications are available through the Government Printing Office.

1. *Interagency Training Catalog of Courses.* Training programs open to Federal, state, or local government employees are described in this catalog. Intended primarily for the Washington, D.C. area clientele, it contains descriptions of courses and prerequisites for enrollment for courses offered by a number of Federal agencies. Similar information about interagency training courses is available from the Regional Training Centers for the geographic areas served by the ten Regional Offices of the Civil Service Commission.
2. *Interagency Training Courses Calendar.* Lists of courses to be offered during each quarter are published in this calendar. It also includes descriptions of courses that have been developed since the publication of the Interagency Training Catalogue and information about dates, costs, locations and offices to contact for registration or enrollment information. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
3. *Agency Training Centers for Government Employees.* Information on agency operated training centers is provided in this publication. It includes descriptive information about the general characteristics of these centers and the numbers and kinds of courses available through them. It is designed to furnish current training resource data for use by training officials and others at Federal, state and local levels.
4. *Off-Campus Study Centers for Government Employees.* This publication identifies facilities that have been established by cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Federal employees. It contains current information about the programs and courses offered by educational institutions to employees at Federal agency work sites after working hours.
5. *A Catalog for Adult Continuing Educational Opportunities.* This catalog is intended primarily for government personnel in the Washington, D.C. metropolitan area. It contains information about the number and variety of programs offered at these centers and identifies contact points from which additional information may be obtained.
6. *Instructional Systems and Technology: An Introduction to the Field and Its Use in Federal Training.* This pamphlet provides a brief description of the instructional systems approach to training and explains some of the new techniques which have become popular with the advent of sophisticated audio-visual equipment and programmed instruction.
7. *Application of a Systems Approach to Training: A Case Study.* This case study explains the steps followed in developing the curriculum for the Consolidated Federal Law Enforcement Training Center, describes the problems encountered and the solutions arrived at, and provides a general guide for others who wish to use a systems approach to curriculum development.
8. *Programmed Instruction: A Brief of Its Development and Current Status.* This paper offers a concise, non-technical synthesis of the major developments in programmed instruction and includes some determination of the extent to which programmed materials are being applied in Federal agencies.
9. *Training Evaluation: A Guide to Its Planning, Development and Use in Agency Training Courses.* This paper describes one approach that can be used to assess the effectiveness of internally developed and conducted agency training courses and includes a discussion of factors to be considered when implementing the evalua-

tion program, a conceptual framework for evaluation, the essential steps in developing training objectives and an in-course training evaluation process.

10. *Computer Assisted Instruction: A General Discussion and Case Study.* This pamphlet presents a general discussion of a relatively recent aspect of training technology (Computer Assisted Instruction) and describes the U.S. Naval Academy's specific experiences in this area.
11. *Visual Materials: Guidelines for Selection and Use in Training Situation.* This paper discusses the characteristics, advantages, limitations and uses of the most commonly encountered instructional media. In addition, it offers guidelines that a training specialist can use when selecting visual materials for group instruction.
12. *Directory of Instructional Programs in Supervision and Management Training.* This catalog describes programs in the public domain used for training supervisors and managers that are available to other agencies having like managerial and supervisory training tasks. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
13. *Long-term Training.* This pamphlet is designed to assist agency managers, supervisors, and training personnel in planning for and using long-term training opportunities authorized under the Government Employees Training Act. It presents ideas and general guidance on the management of long-term training. Also included is a listing of some current long-term training programs available to Government employees. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
14. *Education for Public Management.* This pamphlet describes the EPM program which provides for a nine month residential academic experience at one of nine participating universities in cooperation with the Civil Service Commission and the sponsoring agencies. The program is designed to develop those talents and abilities necessary for effective executive and managerial performance in the public sector. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
15. *Information on Foreign Language Training Courses in the Federal Government.* This paper contains a listing of foreign language courses, primarily in the D.C. metropolitan area, available to Federal employees. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
16. *"Executive And Management Training: Course Listings and Descriptions, FY 74."* This brochure is intended to provide agencies with a convenient reference to Civil Service Commission executive and management courses conducted by the Federal Executive Institute, the Three Executive Seminar Centers, and the six Training Centers in Washington, D.C. A listing of courses given in Washington which are also available in the Regional Training Centers is included. Not available from the Government Printing Office, the brochure may be obtained from the Training Operations Division, Bureau of Training, United States Civil Service Commission.